Creating a Healthy Organizational Climate

Increase Your ROE – One AMP at a time

CPPA Conference June 16, 2016

Innovation Works
Colliding ideas…sparkling action
Our passion is helping our clients grow **healthy & innovative** organizations.
Learning in the 21st Century

“Education is what people do to you. Learning is what you do to yourself. Focus on being connected, always learning, fully aware and super present.”

~Joi Ito, Director of MIT Media Lab

Source of 70/20/10: Centre for Creative Leadership & Adult Learning Practices
Learning Assumptions Process

1. You are here to learn. Learning requires reflection as much as new information. This session is an opportunity to reflect together.

2. There is (at least) ‘one thing’ you will take away. It is up to you to discover what that is!
Objective 1:
Collectively **begin** to **explore** ways to create a healthy and innovative organizational climate using **Appreciative Inquiry** as an operating system

Objective 2:
Introduce ways of generating your own practical AMP using **AIR**, a powerful framework that will positively energize any interaction

Objective 3:
Learn together and have **fun**!
Payback: Return On Energy (ROE)

“Your first and foremost job as a leader is to take charge of your own energy and then help to orchestrate the energy of those around you.”

~~Peter Drucker~~
A Definition of Climate and Culture

CLIMATE
What organization members experience, the stories they share etc.
(Environment tree grows in)

CULTURE
What the organization values
(Roots of the tree)
“We don't have to engage in grand, heroic actions to participate in the process of change. Small acts, when multiplied by millions of people, can transform the world.”

~~Howard Zinn~~
Overview

1. WHY
Current & future trends

2. WHAT
Introduction to Appreciative Inquiry

3. HOW
Experience AIR framework

4. EXPLORE
Create your own AMP using AIR

5. TAKE AWAY
New Concepts AMP Mindset AIR Framework

6. REFLECT
Q & A Valuation
Introductions

What’s your “one thing?”
Introductions - Ubuntu

Stand up and pick someone you don’t know. Smile and look into their eyes and say: “My name is .. & the **one thing** that I want is .. ”

(PRINT the one thing on cardstock)

**Now change roles and repeat process**

Be prepared to introduce your partner, you will have 30 seconds.

Photo from Wikimedia Commons
Why **Now** is the Time for AI to Flourish
“On average, by 2020, more than a third of the desired core skill sets of most occupations will be comprised of skills that are not yet considered crucial to the job today, according to our respondents.”
“Overall, social skills—such as persuasion, emotional intelligence and teaching others—will be in higher demand across industries than narrow technical skills, such as programming or equipment operation and control. In essence, technical skills will need to be supplemented with strong social and collaboration skills.”

http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_Jobs.pdf
UBER

Started in 2009,
by May 28, 2016
in 66 countries,
449 cities

What other VUCA/disruptive changes are you aware of?
(Work related or personal)

Form triads and take 3 minutes to share your response to the question.
Tapping into Positive, Renewable Human Energy
“Might it be that the methods we use determine what we find?” (1985)
Appreciative Inquiry is a philosophy & methodology for approaching the human side of change from a holistic framework.
What we look for, we find.
What we pay attention to, grows.
Definition of AI

"A" Groups
What does this word “Appreciative” mean to you?

"B" Groups
What does this word “Inquiry” mean to you?
Approaches to **Human** Side of Change

**Problem Solving**

1. Identify Problem
2. Conduct Root Cause Analysis
3. Brainstorm Solutions & Analyze
4. Develop Action Plans

**Appreciative Inquiry**

1. Appreciate what is (what gives life)
2. Imagine what might be
3. Determine what should be
4. Create what will be
5. Valuation of process

**Metaphor**

- Organizations are **problems** to be solved
- Organizations are **mysteries** to be embraced
“We have reached the end of problem solving as a mode of inquiry capable of inspiring and sustaining human system change. The future belongs to methods that affirm, compel, and accelerate learning while including the voices of all the people who will be affected by the change.”

David Cooperrider
What is Appreciative Inquiry?

AI is . . .

- A *strength-based* approach to change
- Finding the best in people and the world around us – “positive core”
- Co-creating preferred *images of the future*
- Purposefully identifying and focusing on *what we want more of*
Appreciative Inquiry Approaches

From Macro

- Whole System Summits – 5-D
- Strategic Planning - SOAR
- Stakeholder Engagement
  - Positive & Dialogic OD Practices
  - AIR Framework

To Micro: Daily interactions

- AMP mindset
- AIR energizing framework
Example of an AMP Mindset

“The complexities of today’s problems are such that we must bring ‘like-hearted’ people together to use the diversity of our thinking, to create innovative solutions.”

~~Maureen McKenna, TDSB Autism Think Tank (2006)
"Organizations find their point of highest vitality at the intersection of continuity, novelty and transition." ~ Professor Ron Fry
"We are all aware that your team did not make plan.

A – Please begin by sharing with us what you and your team have learned about your customers & marketplace.

I – Imagine that it is end of the next quarter, and your team has exceeded plan. How did your team achieve these results?

R – What actions are you taking now to get back on plan?

~CEO Pharmaceutical Company
Interview with Pat from Wilfrid Laurier University, a member of their Appreciative Inquiry Community of Practice (began in 2013 and continues to meet every two months).
View video: https://www.youtube.com/watch?v=iwgxgpCTTwQ
“Organizations grow in the direction of what they repeatedly ask questions about and focus their attention on.”

~~Bernard Mohr~~
Topic for Inquiry:

*Increasing Your ROE, one AMP at a time*
Paired Interview

The core of Appreciative Inquiry is the interview.

APPRECIATING & LEARNING FROM THE PAST  IMAGINING THE FUTURE YOU WANT  REFLECT AND TAKE ACTION NOW
The Power of Stories to . . .

Engage, Energize & Help Change Mindsets
Listen! Listen! Listen!
Let Your Partner Tell Their Story
Be Genuinely Curious
Watch for Excitement & Probe
Allow for Silence
Respect Confidentiality
Paired Interview

You have 15 minutes to complete BOTH interviews.

Determine who will be the interviewer – assign 8 minutes to the interview.

Take notes.

At end of interview, reverse roles.
Exploring Return On Energy

Tell me a story about a time when you were involved in a project or initiative that energized you. At the end you knew unquestionably that the energy invested was worth it.

Who was involved? What was happening? What contributed to the high energy?
Meaning Making
Meaning Making for **Question 1**

Pair up with another pair. Take turns to share the highlights of your partners’ response to Q1. Discuss what it was that made these stories so powerful?

**Identify one or two key ingredients that contributed to this success.**

PRINT key ingredients
(Write a sentence Vs. one word).
Assumptions of Appreciative Inquiry

“Practicing positive leadership is important because positivity is heliotropic. That is that all living systems have a tendency to move towards positive energy and away from negative energy or towards what is life giving and away from what is life depleting.”

~~Professor Kim Cameron, Positive Organizational Scholarship, University of Michigan~~
Assumption: In every society, organization or group something works.

What if we tracked “it” and then fanned it to strengthen it?
Street Kids in Ghana

“Tell me a story of a time when you felt really happy living in the streets.”
Assumption: What we focus on becomes our reality.

Organizations and individuals move in the direction of what they study and inquire into.
Chronic Pain Assessment

On a scale of 1 to 10, describe your comfort level?

If comfort level decreased: What has helped in the past to increase your comfort?

Focusing on what you want to have more of vs what you don’t want.
Assumption:
Reality is created in the moment

And there are multiple realities

Source: Wikimedia Commons
Giving Evidence in Court

Do you swear to tell the truth, the whole truth and nothing but the truth?
Assumption: Questions Influence

The act of asking questions of an organization, a group or individual influences them in some way.
Improving Exam Results
Assumption: Embracing Change

People will have more confidence and comfort to journey into the future (unknown) when they carry forward parts of the past (known).

If we carry forward parts of the past they should be the best parts.

Bring our luggage NOT our baggage
“Tell me your story of how you **found the courage and strength** to leave the abusive relationship.”
Assumption: Our First Question Is Fateful

When we ask generative questions we open up the conversation to possibilities.
“What you focus on you get more of.”
10:5 Rule

“We’re biologically compelled to create emotional contagion.” — Shawn Anchor

Learn about the 10:5 rule: http://www.oprah.com/own-super-soul-sunday/shawn-achor-on-why-happiness-is-contagious
Imagine a Healthier Climate (work/home)

**In Groups of 4 (15 minutes)**
Review the outputs from Q1

**Imagine that it is a year from now and you walk into your workplace (or home) and it is healthier and more innovative.** What are you seeing, hearing, feeling, doing that is contributing to the healthier & more innovative climate?

Once all stories have been shared. Talk about the themes that came up from the stories.

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**APPRECIATING & LEARNING FROM THE PAST**

**IMAGINING THE FUTURE YOU WANT**

**REFLECT AND TAKE ACTION NOW**
Imagine a Healthier Climate (work/home)

**Individual Reflection:** (3 minutes)

Take a moment to write down what **you would like to see** happen in your organization and/or in your life in 2017.

What is one thing (or more) that you believe will help make it a healthier and more innovative climate?
AI is not about ignoring the negative

It's all about seeing the world differently validating and reframing
Reframing at a School

From Survey on Anti-Bullying
To Creating a Safe and Inclusive School
Reframing at Hunter Douglas

Windows Fashion Division

From
Studying manufacturing
low yield production

To
Studying manufacturing
high yield production

Creative AI Approaches for Whole-System Culture Change: Hunter Douglas Window Fashions Division
Consultants: Amanda Trosten-Bloom, Diana Whitney
Reframing in a Radio Interview 1996

20th Century was about Problem Solving
The 21st Century is about Creating Possibilities.

~Kobus Neethling at 1998 CIPS! Conference

“I woke up every day to the possibilities that my life had to offer to me.”

~~South African Entrepreneur
Part 1: Creating Your Own AMP

Take a few minutes on your own to think about your vision for 2017 for your workplace or personal life.

What is the smallest change or action (AMP) that you believe will help improve the climate?

How will you implement this AMP?

Consider how you might reframe the situation, craft generative questions using the AIR framework etc.

| APPRECIATING & LEARNING FROM THE PAST | IMAGINING THE FUTURE YOU WANT | REFLECT AND TAKE ACTION NOW |
Part 2: Creating Your Own AMP

Find a partner.

Take turns to share your AMP(s). Discuss how you plan to bring your AMP(s) to life.

As you share your idea(s) - use the AIR framework to help explore the idea(s).

What do you appreciate about the idea(s)?
Imagine that you have implemented your AMP(s) – what has been the positive impact?
What is the first step you will take?

| APPRECIATING & LEARNING FROM THE PAST | IMAGINING THE FUTURE YOU WANT | REFLECT AND TAKE ACTION NOW |
Nurturing Your AI Seeds

10% Formal
This session

20% Social
A.I. Commons
C of P, AI Center
AI Practitioner
Practice here at
the conference . . .

70% Job Embedded
Positive Questions,
Reframing, AMP
AIR, SOAR, 5-D
Project Reviews,
Planning . . .

REFLECTIVE PRACTICE

Source of 70/20/10: Centre for Creative Leadership & Adult Learning Practices
Sharing stories of how AMPs can fuel your workplace and home?

Care to join us in creating a resource?

Send us your stories.
Background: Manager has a performance issue with a nurse. After several ineffective meetings, she feels the nurse is not taking accountability to resolve the issue.

Traditionally she would begin the meeting by immediately asking about the status of the problem.

Before we begin, I’d like to take a different approach and would like to ask you some questions – is that ok?

A – What was it that attracted you to nursing? What have been some of the highlights of your nursing career?

I – Imagine that it is a year from now and you are thriving at work, what would that look like?

R – Regarding this current issue, what would you propose that you could do to resolve it? What help might you need?
Background: Student Success teacher has been asked to attend a crisis meeting with first year high school student, her mom, her grandma, a special services counselor, a behaviorist, & administration. Traditionally the adults would be doing most of the talking.

The student engagement teacher plucks up the courage to ask the student some questions:

A – What is your favourite thing about school? What is your favourite book? Who was your favourite teacher in elementary school?

I – If you had 3 wishes to make school better, what would they be?

R – What actions do each of us, including yourself need to take to improve your school life?
What I appreciate about the presentation/presenters is

If you want to receive information from us, sign the newsletter sheet or leave your business card.
The Power of Human Energy

“Passionate, positive human energy can provide a counterbalance to the disruptive negative forces of an age of unprecedented change. Through it comes confidence, inspiration and the power to transform things for the better.”

TED Talk 2013

Dame Angela Ahrendts
Senior Vice President
Apple’s Retail and Online Stores
(Former CEO of Burberry)
Our gratitude and thanks to David Cooperrider, Jane Magruder Watkins and other Appreciative Inquiry and Positive Psychology practitioners for generously sharing their inspiration, ideas, materials and information.

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