

Creating a Healthy Organizational Climate

Increase Your **ROE** –

One **AMP** at a time

CPPA Conference June 16, 2016



Innovation Works
Colliding ideas...sparking action

Our passion is
helping our clients
grow **healthy &
innovative** organizations





Learning in the 21st Century



10%

Formal



20%

Social



70%

Job Embedded

“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!



Learning Objectives Content



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 AM^P using AI^R, a powerful framework that will positively energize any interaction

Objective 3:

Learn together and have *fun*!



Payback: Return On Energy
(ROE)

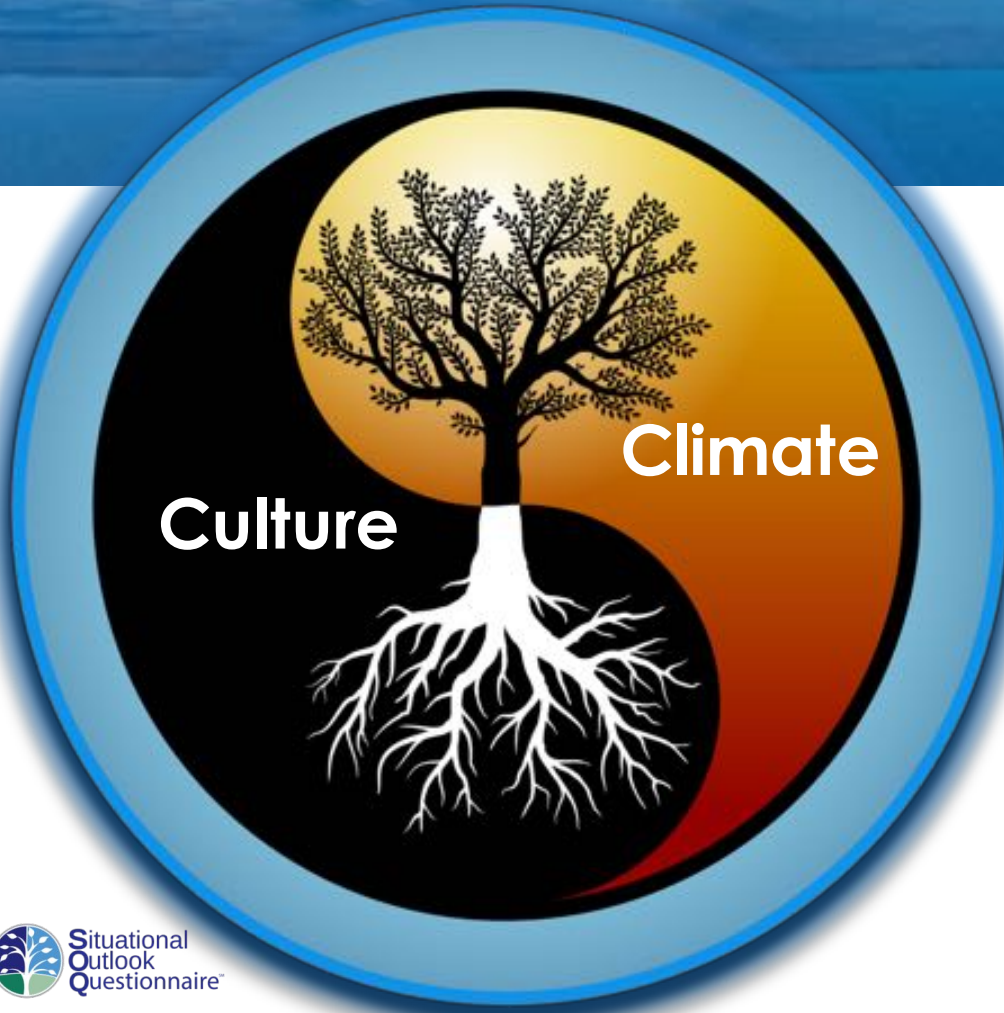


*"Your first and foremost
job as a leader is to
take charge of your
own energy and then
help to orchestrate
the energy of those
around you."*

~~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)



Appreciative Micro Practice (AMP)



*“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





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.



Why **Now** is the Time for AI to Flourish





Future of Jobs

“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.”

Future of Jobs – Davos Economic Forum 2016 – The Fourth Industrial Revolution

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



Future of Jobs

“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.**”

Future of Jobs – Davos Economic Forum 2016 – The Fourth Industrial Revolution

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



Future of Jobs



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.**



Appreciative Inquiry



Tapping into Positive, Renewable Human Energy



David Cooperrider & Jane Watkins

A photograph of David Cooperrider and Jane Watkins sitting on a patterned sofa in a lounge. David, on the left, is wearing glasses and a grey vest over a dark shirt, gesturing with his right hand. Jane, on the right, is wearing a dark blue blazer and is smiling. The background shows a carpeted floor, a wooden bench, and some potted plants.

*“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



Positive Image → Positive Action



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?

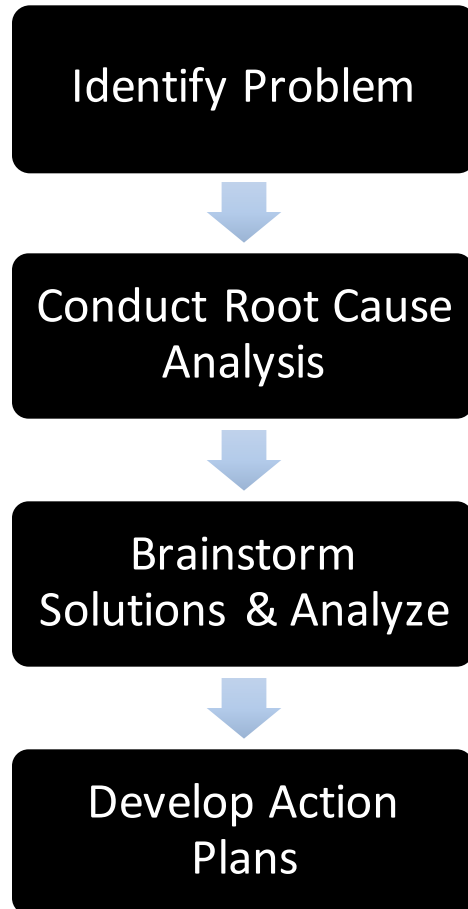
"B" Groups

What does this word
"Inquiry" mean to you?



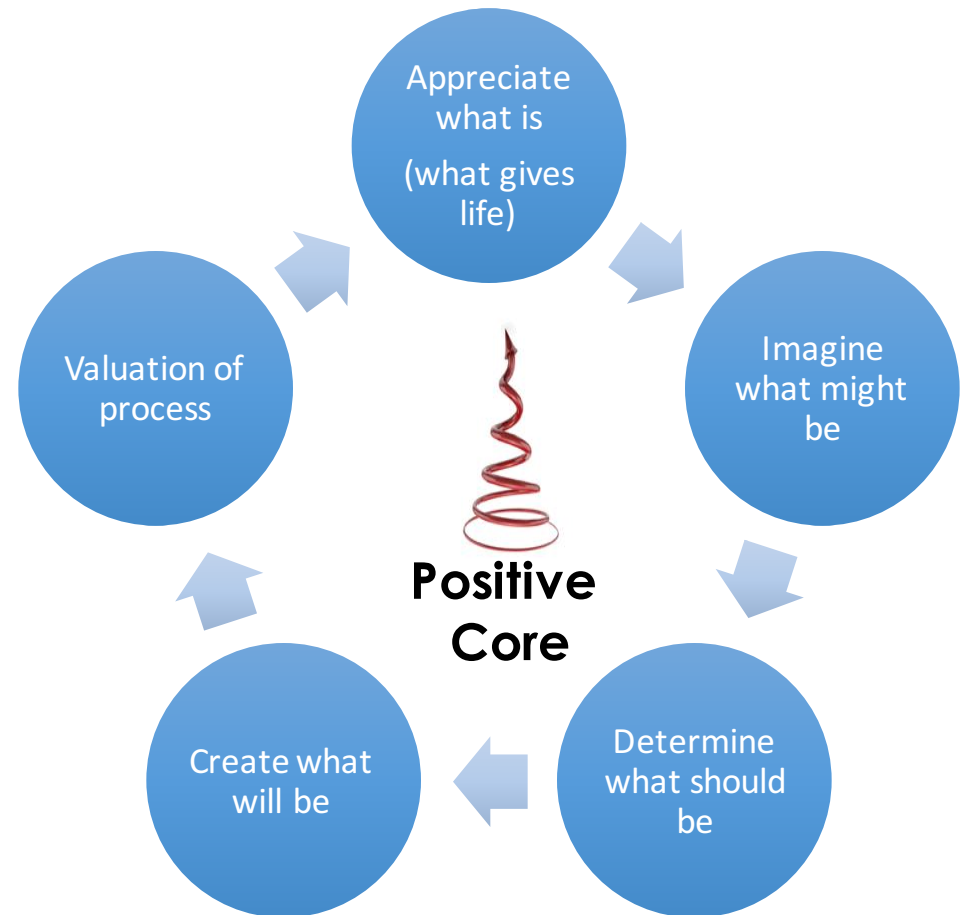
Approaches to **Human** Side of Change

Problem Solving



Organizations are **problems**
to be solved

Appreciative Inquiry



Metaphor

Organizations are **mysteries**
to be embraced



David Cooperrider

*"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."*



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



Summit

800 students, 200 adults
2,400 pre-summit interviews



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

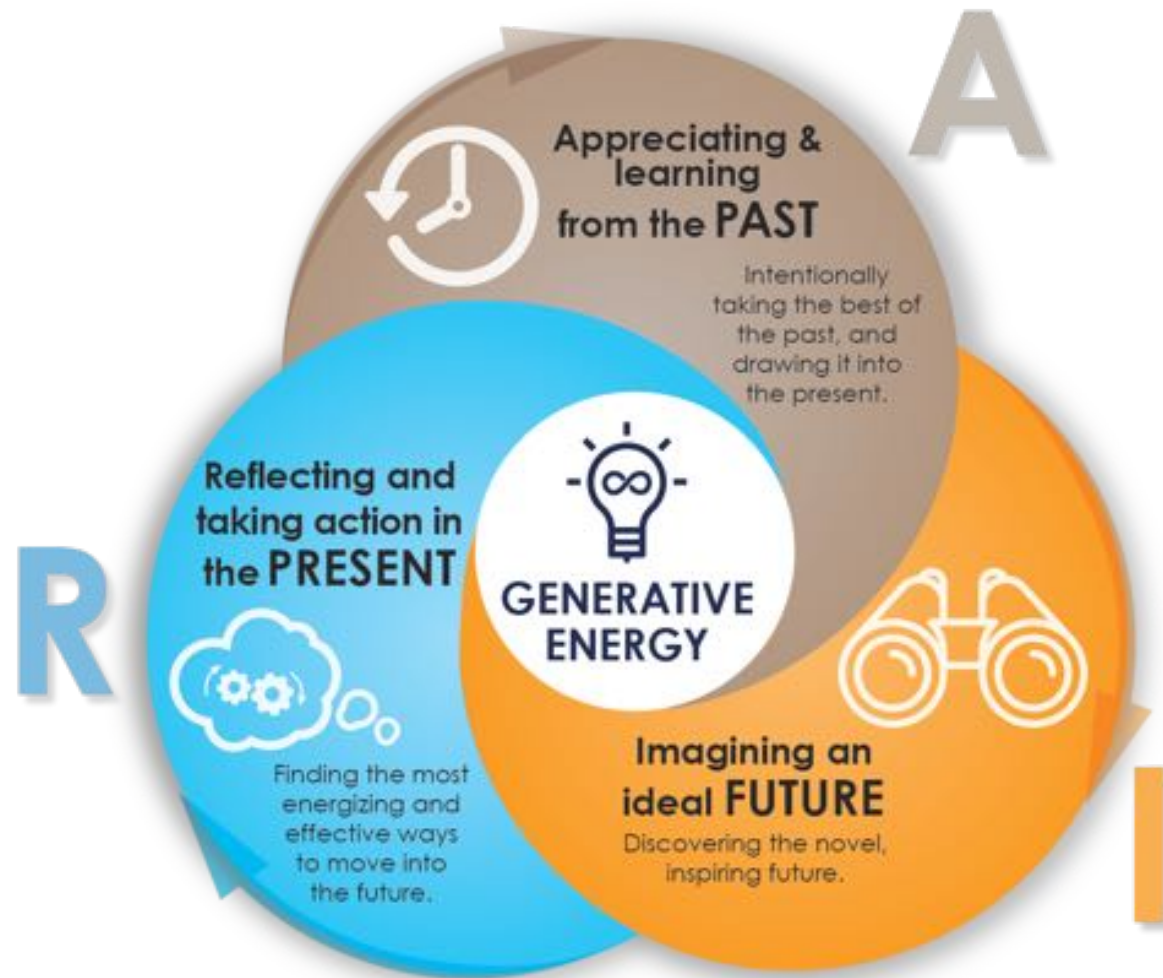


“The complexities of today’s problems are such that we must bring **‘like-hearted’** people together to **use the diversity of our thinking**, to create **innovative** solutions.”

~~Maureen McKenna, TDSB Autism Think Tank (2006)



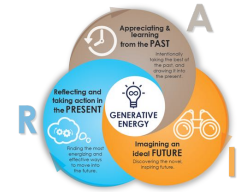
AIR – Powerful & Energizing Framework



"Organizations find their point of highest vitality at the intersection of continuity, novelty and transition." ~Professor Ron Fry



Operational Review Using AIR



“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.

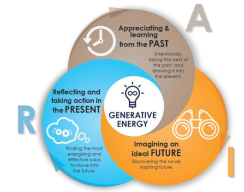
I – Imagine that it is end of the next quarter, and your team has exceeded plan. How did your team achieve these results?

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

~CEO Pharmaceutical Company



Using AIR for Strategic Planning



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

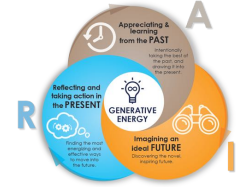


Topic for Inquiry:

*Increasing Your ROE,
one AMP at a time*



Paired Interview



← Interviewer

Interviewee →

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



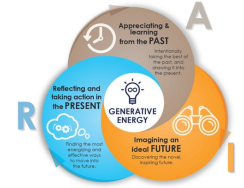


Respect Confidentiality





Paired Interview



← Interviewer

Interviewee →

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.

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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?

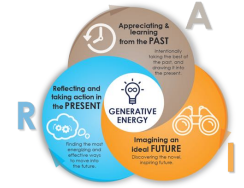
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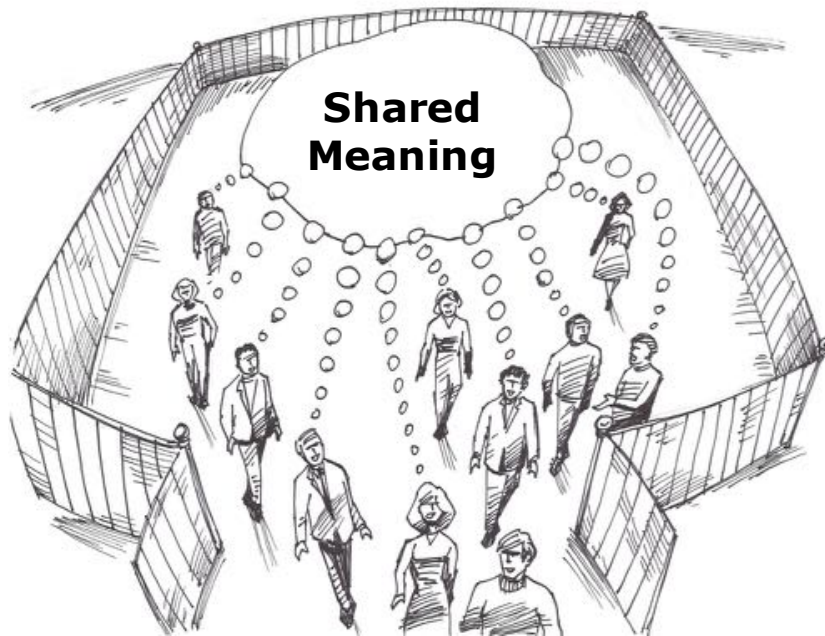
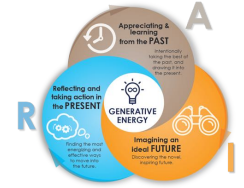


Meaning Making





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*



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***



Intake Question at a Shelter



“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.



Parenting Conversation



“What you focus on you get more of.”



10:5 Rule



Photo from Wikimedia Commons

“We’re biologically compelled to create emotional contagion”. ~Shawn Achor

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.



**APPRECIATING & LEARNING
FROM THE PAST**

**IMAGINING THE
FUTURE YOU WANT**

**REFLECT AND TAKE
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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?



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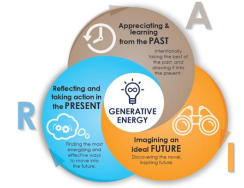
AI is not about ignoring the negative



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



2008 Sowato: Township Management Teams Strategic Planning Session

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

~Kobus Neethling at 1998 CIPSI 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.

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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**

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**REFLECT AND TAKE
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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?*



Valuation



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)





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