Engagement and Positive Energy

“Organizations work best when they are vibrant, alive and fun. You know, when the "joint is jumping!" You can sense that the spirit of the organization is vital and healthy and that people feel pride in their work. Everyone builds on each other's successes, a positive can do attitude is infectious and the glow of success is shared. What's more, this positive energy is appreciated and celebrated so it deepens and lasts.”
“The task of leadership is to create an alignment of strengths, making our weaknesses irrelevant.”
“The best way to predict the future is to create it.”

-Peter Drucker
Assumptions that Work

In every human situation something works

From: *The Thin Book of Appreciative Inquiry*, by Sue Annis Hammond
Assumptions that Work

Reality is created in the moment and there are multiple realities

From: *The Thin Book of Appreciative Inquiry*, by Sue Annis Hammond
Assumptions that Work

What we focus on becomes our reality

From: *The Thin Book of Appreciative Inquiry*, by Sue Annis Hammond
Assumptions that Work

The language we use shapes our reality

From: The Thin Book of Appreciative Inquiry, by Sue Annis Hammond
Assumptions that Work

The act of asking questions influences the outcome in some way

From: *The Thin Book of Appreciative Inquiry*, by Sue Annis Hammond
Assumptions that Work

People have more confidence going into the future (unknown) when they carry forward parts of the present (known).

From: The Thin Book of Appreciative Inquiry, by Sue Annis Hammond
Assumptions that Work

If we carry parts of the past into the future, they should be what are best about the past

From: *The Thin Book of Appreciative Inquiry*, by Sue Annis Hammond
The AI 4-D Model

Discovery
“What gives life?”
The best of what is.
Appreciating

Destiny
“How to empower, learn, and improvise?”
Sustaining

Dream
“What might be?”
Envisioning Results/Impact

Design
“What should be the ideal?”
Co-constructing

Affirmative Purpose
Purpose of Our Work Together

- Human systems move in the direction of what they most frequently and persistently ask questions about.

*What you study, GROWS*
Our Purpose

To generate the ideas and concepts that create heightened capacity for RITF to respond to the evolving future (Strategic Planning!)
The process will focus on creating sustainable solutions that effectively respond to an ever changing environment.
Full AI Process

• Conduct interviews designed to discover strengths, passions, unique attributes
• Identify patterns, themes and/or intriguing possibilities
• Create bold statements of ideal possibilities ("Provocative Propositions")
• Co-determine "what should be" (consensus re: principles & priorities, objectives)
• Take/sustain action
Opening Inquiry

Questions for Discovery –

1. Individual reflection first, followed by

2. Conversation (pairs)
PROBLEM ANALYTIC CHANGE VS. APPRECIATIVE INQUIRY

"Felt Need"
Identify problem

Conduct root cause analysis

Analyze Possible Solutions

Develop action plan (Treatment)

Basic assumption: "problem-to-be solved"

"Valuing the best of what is"
Appreciate

Imagine (What might be)

Dialogue and design (What should be)

Create (What will be)

Basic assumption: “mystery” organization is a web of strengths linked to infinite capacity, infinite imagination... alive
The Art of Questioning in Leadership and Change

- What’s the biggest problem here?
- Why did I have to be born in such a troubled family?
- Why do you blow it so often?
- Why do we still have those problems?

- What possibilities exist that we have not yet considered?
- What’s the smallest change that could make the biggest impact?
- What solutions would create a future we all desire?
The Appreciative Interview: Guidelines

Have fun!

Listen intently and ask questions

Try to understand behavior and values

Use active listening techniques
The Appreciative Interview: Dealing with Negatives

By all means listen

Be empathic

Find the underlying hope or the missing ideal

Guide the person back

Ask an “instead of” question...
The Appreciative Interview: Final Instructions

Follow your partner

Seek stories by asking who, what, when, where, why, and how

Take good notes on the stories and notice what you find most compelling
I hope you are excited for this at our next meeting, in May!