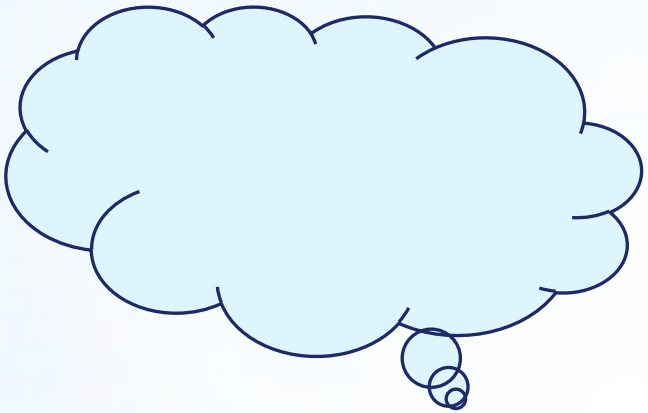
learning from excellence

* Session 3
* Appreciative Inquiry

www.apprectiatingpeople.com

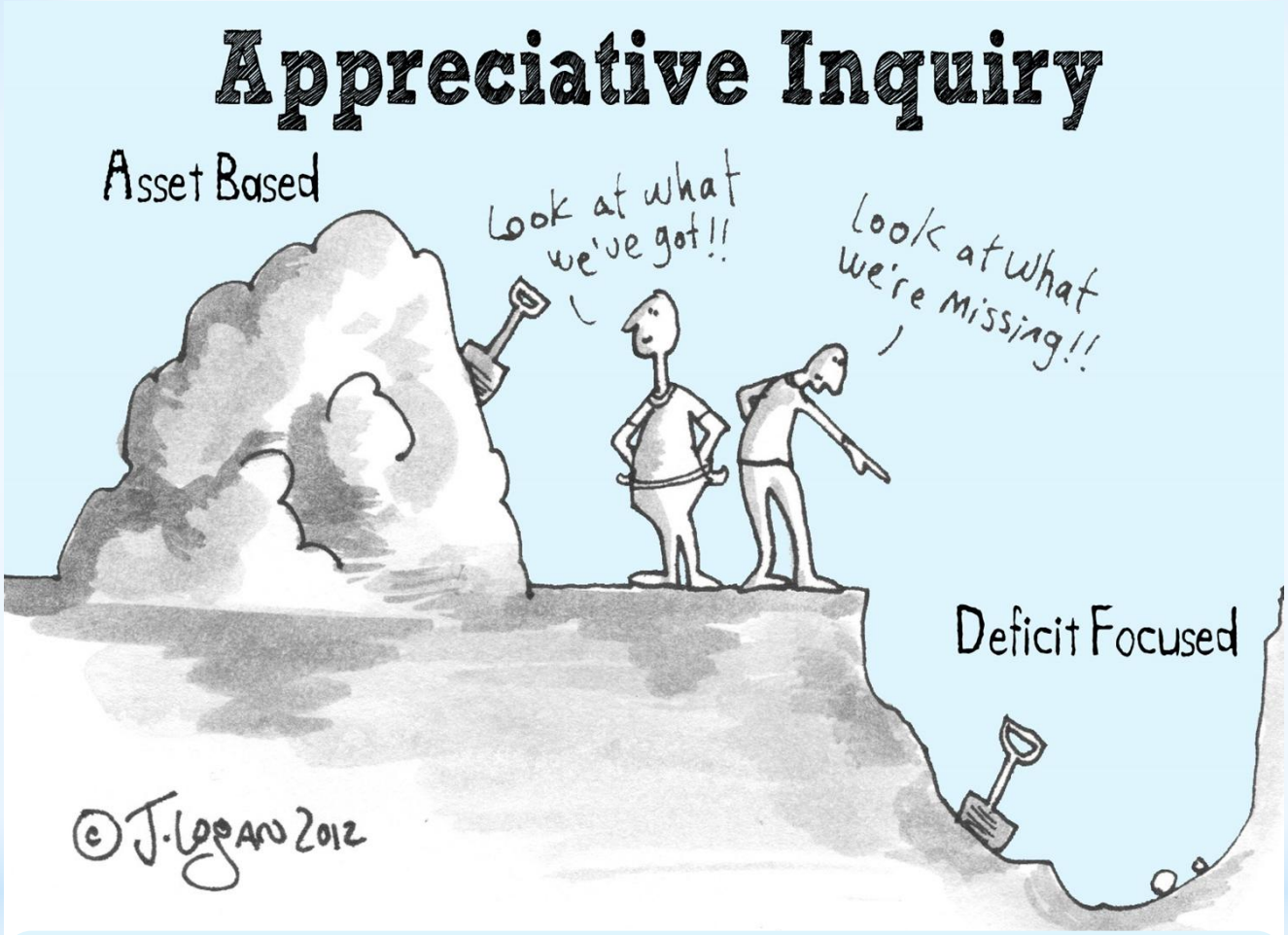


*Conversation

What is the best thing that's happened to you today?

* *turn to the person next to you*
* *take turns to answer this question*
* *try to listen without interrupting*

* *how did that feel?*



'… praise is reassuring but there is a lot more potential in appreciation with enquiry' @researchforreal

https://www.youtube.com/watch?v=ZwGNZ63hj5k

Harvard Business Review March 2019

The Feedback Fallacy

- *Learning is less a function of adding something that isn't there than it is of recognizing, reinforcing, and refining what already is.*

- *Focusing people on their shortcomings doesn't enable learning; it impairs it.*

- *Learning rests on our grasp of what we're doing well, not on what we're doing poorly, and certainly not on someone else's sense of what we're doing poorly.*

- *We learn most when someone else pays attention to what's working within us and asks us to cultivate it intelligently.*

- *While simple praise isn't a bad thing, you are by no means the authority on what objectively good performance is, and instinctively she knows this. Instead, describe what you experienced when her moment of excellence caught your attention.*

reframe
SAFETY

Co-constructed reality

Leadership

We are talented

We are Good Listeners

We are calm at all times

We 'get on with it'

We are all unique

We believe in each other

We love our dysfunctional family!

True leaders don't create followers... they create more leaders!

We are Flexible

We are Amenable

We have strong vision

We have integrity

We have drive

We remain teachable

We are proud

We really care about the job & PIC

We are compassionate

We work incredibly hard

We embrace our differences

We are Protective of each other

We have Team Ambition

We have Quiet Confidence

*AI Principles

*Constructionist Principle

Curiosity, perspective: there are multiple interpretations of what is real, there is no right or wrong reality – just different interpretations

*Simultaneity Principle

The moment we ask a question we begin to create change - you get answers to the questions you ask. Language, tone, intention

* Anticipatory Principle

Image inspires action – we can create mental images of the future and live into them

*Poetic Principle

What we focus on grows – be mindful of imposing your own assumptions

*Positive Principle

Aims to establish the positive core of person/organisation/community

Emergent Principles

Wholeness Principle

'Great things are done by a series of small things brought together'
Vincent Van Gogh

Enactment Principle

'The means we use must be as pure as the ends we seek'

Martin Luther King Jnr

Awareness Principle

'Until the unconscious becomes conscious it will direct your life and you will call it fate'

Carl Jung

5D cycle

21

Each element of the 5D cycle is described in cards 12-16; you can see how they fit together here...

Definition
'what is the inquiry?'
Choose an affirmative topic

Discovery
...appreciating
'the best of what is'
Share stories

Dream
...imagining
'what could be'
Conversations and images of possibility and potential

Design
...determining
'what should be'
Design prototypes – reconceive and redesign structures and processes

Destiny/ Delivery
...creating
'what will be'
Innovation and improvisation

Positive Core

AI essentials www.appreciatingpeople.co.uk

*Definition‘

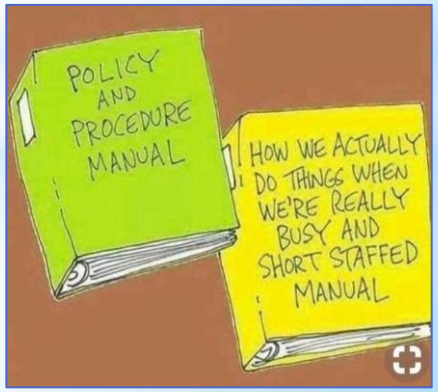
* *‘An inch off at the start; off by 10,000 miles at the end’ Master Hsuan Hua*

https://www.youtube.com/watch?v=h80ft-mz7Mw

* *Clarity of purpose, shared reality, aim*

*Discovery

* *Appreciating the best of **what is***
* *What works, work as done*



* *Dream*

* *Imagining **what can be***
* *'Your imagination is the preview of your coming attractions'* *Albert Einstein*

* *Design*

* ***what should be***
* *'some people think design means how it looks, but if you dig deeper it really means 'how it works'* *Steve Jobs*

* *Destiny/Delivery*
* *Create **what will be***
* *'… put tasks to visions and you can change the world.' Chief Black Elk of the Oglala Sioux*
* *Processes, SOAR analysis*

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Mini Appreciative Inquiry

LfE report number	
Subject of report/role	
Participants	
Date of interview	
Definition Purpose of meeting	Appreciative Inquiry following IR2
Discovery Please describe what happened that day? What was it about you &/or the team that made it happen? What were the challenges and what techniques did you use to overcome them? How did it feel?	
Dream Imagine, in 12 months' time, that situation is routine. What has changed?	

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Mini Appreciative Inquiry

Dream contd What are the smallest steps we could take to make that happen?	
Design/Destiny How can we promote and share this excellent practice?	
Comments Location/situation/anything to note	
Time Taken	

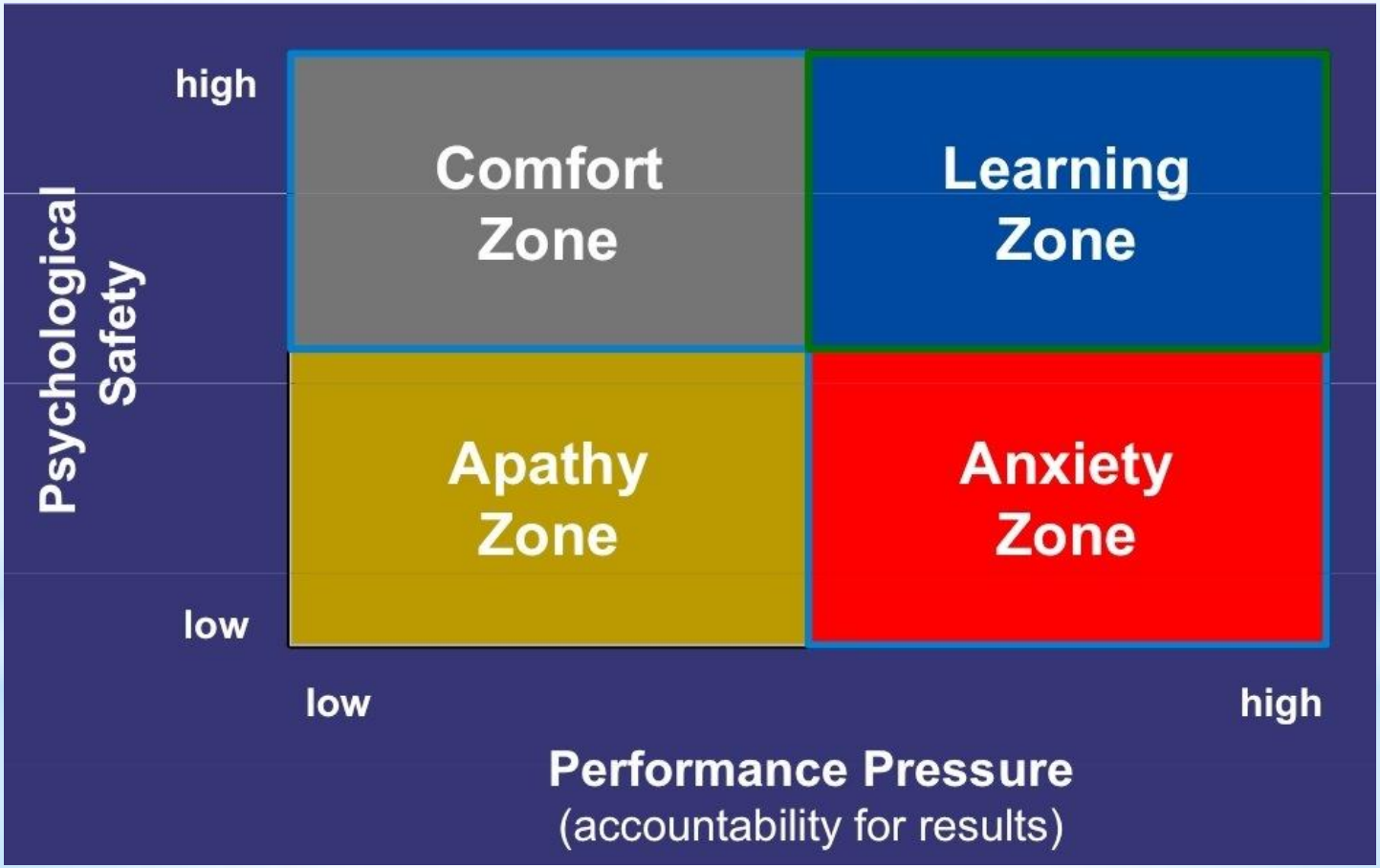
Tacit knowledge leads to breakthroughs

*5 Is

- *Inquiry
- *Illumination
- *Inclusion
- *Inspiration
- *Integrity

Psychological Safety:

The team is safe for interpersonal risk taking



confirmation
flattering
grateful
smile
reinforce
happy
recognition
proud
reward
like
pleased
feedback
humbling
lovely
good
smug
nice
incentive
satisfying
motivation
brilliant
great
success
excellent
reaffirming