



Appreciative Inquiry

*A Powerful Engagement Approach for
Leaders in the 21st Century*



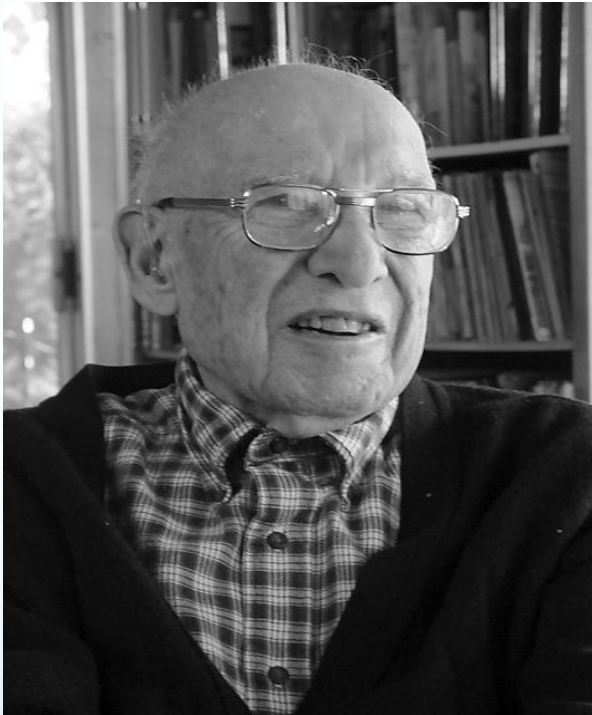
Ontario

Erie St. Clair Local Health
Integration Network

September 27th, 2010

Agenda

- Overview of Appreciative Inquiry
- Paired Interviews
- Principles & Methodologies
- Examples of Appreciative Inquiry in Healthcare
- Envisioning Your Future



“The task of leadership is to create an alignment of strengths, making our weaknesses irrelevant”.

~ ~Peter Drucker

(2004, Interview with Dr. David Cooperrider)

Appreciative Inquiry . . . in a nutshell



Dr. David Cooperrider



Professor of Social Entrepreneurship
Weatherhead School of Management
Case Western Reserve University.

Chairman and Founder,
Center for Business As An Agent of
World Benefit, Cleveland, Ohio.

“. . . 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.”

~ ~Dr. David Cooperrider



Appreciative Inquiry is
the theory & practice
for approaching change
from a holistic framework

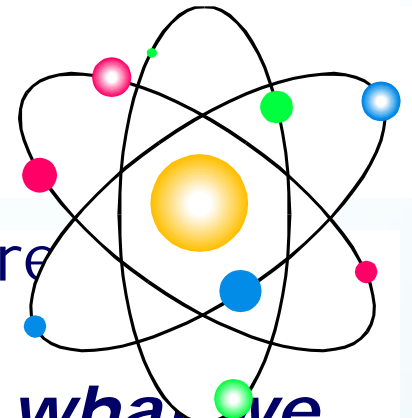
Appreciative Inquiry is...

A ***strength-based*** approach to change

About 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*** – particularly around behaviour



“It is not about ignoring the negative!”

Appreciative Inquiry Principles

Words Create
Worlds

Whatever we
Choose to
Focus on
Grows

Positive

Image Inspires
Action

People commit
to what they
have a voice
in creating

Inquiry is
Change





It's *all about* seeing
the world differently
validating and
reframing

Examples of reframing

Low morale

High motivation

Departmental conflicts

Seamless partnerships

Patient complaints

Patient compliments

Lack of training

Highly skilled

Slow decision-making

Lightning approval

Labour/mgmt conflict

Healthy labour relations

Focus on illness

Focus on wellness

Process constraints

High change adaptability

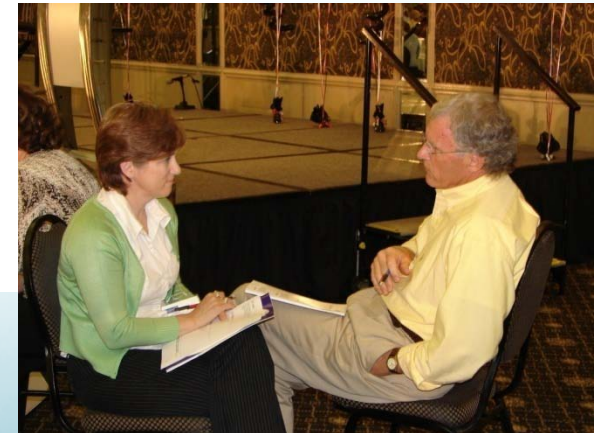
Our topic of inquiry today:

*Engaging and inspiring
leadership in healthcare*

Engaging Through Paired Interviews

- Choose an 'improbable' partner
- Take a moment to **read questions** on your own
- Interview your partner, take notes

After 10 minutes change roles

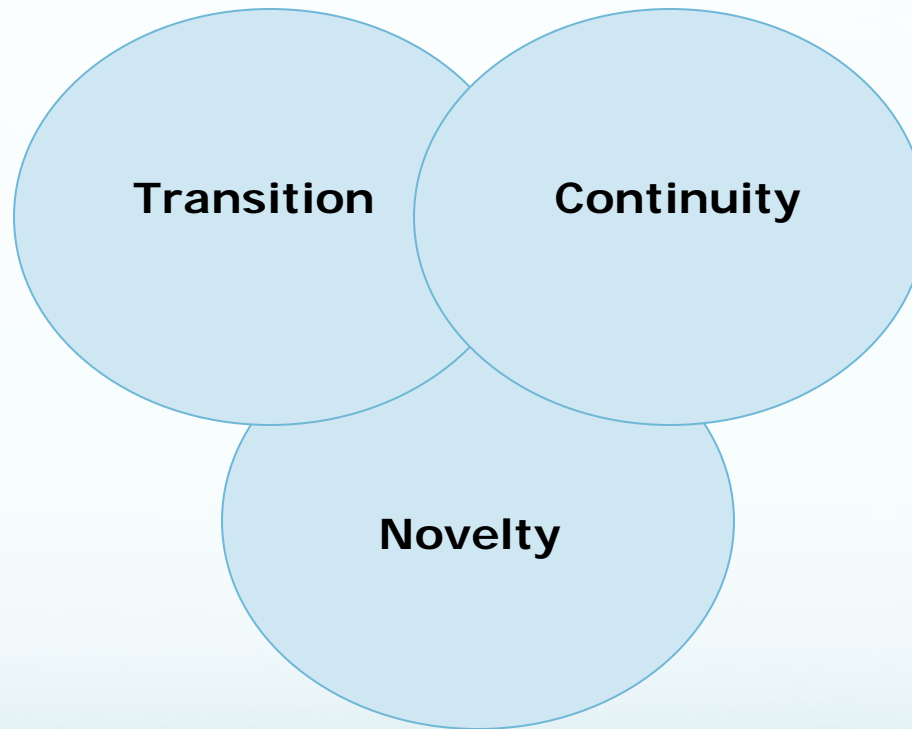


Tips for Appreciative Interviewing

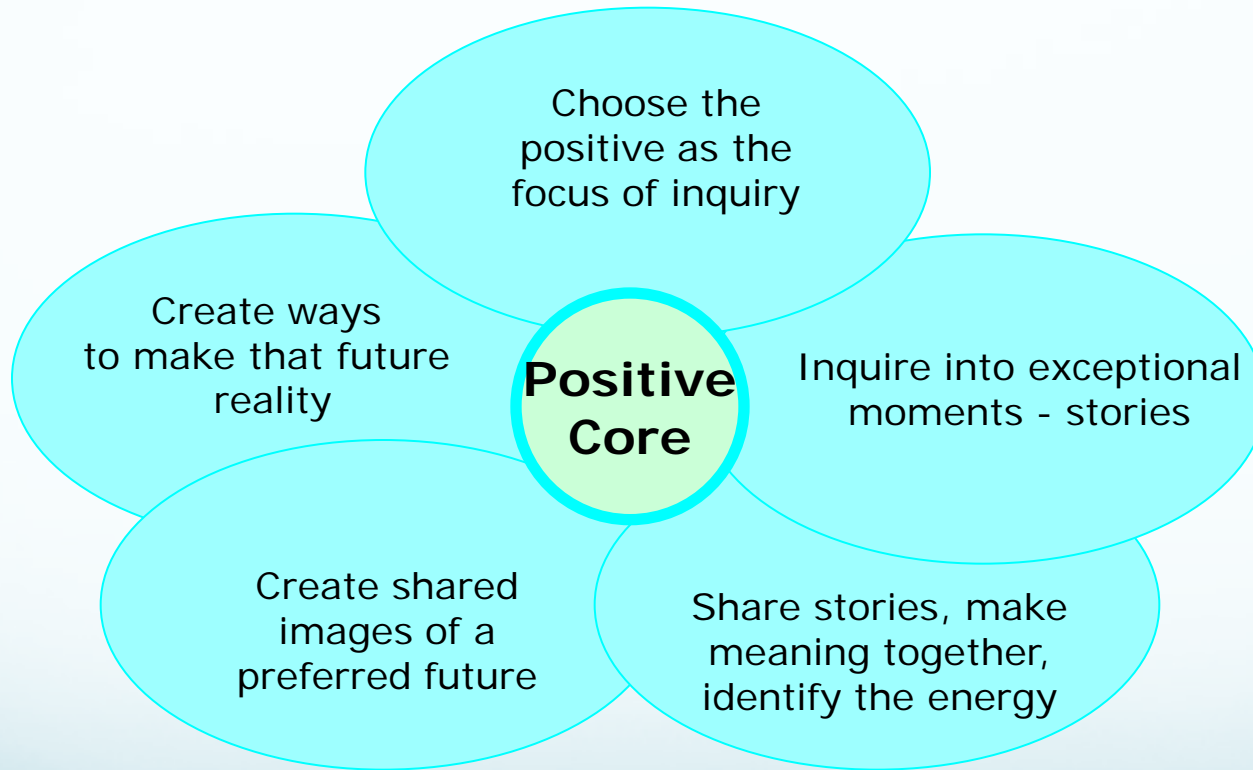
- ✓ *Listen, listen, listen!*
- ✓ Let the person tell their story
- ✓ Be genuinely curious
- ✓ Watch for excitement
- ✓ Probe to learn more
- ✓ Help your interview partner focus on the positives – ‘what is working’
- ✓ Allow for silence
- ✓ Respect confidentiality



Simple AI Model



AI as a process . . .



Define

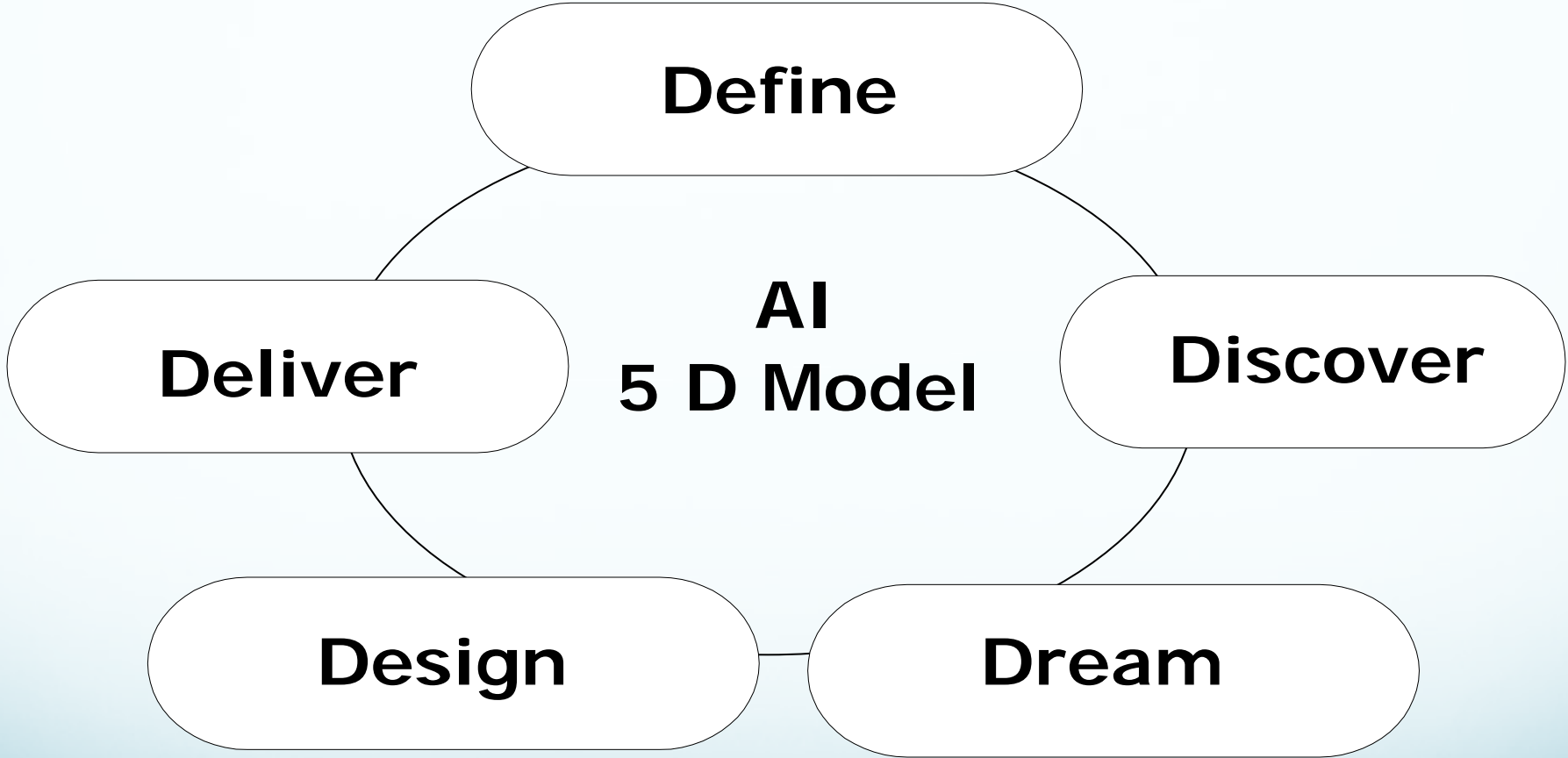
Deliver

Discover

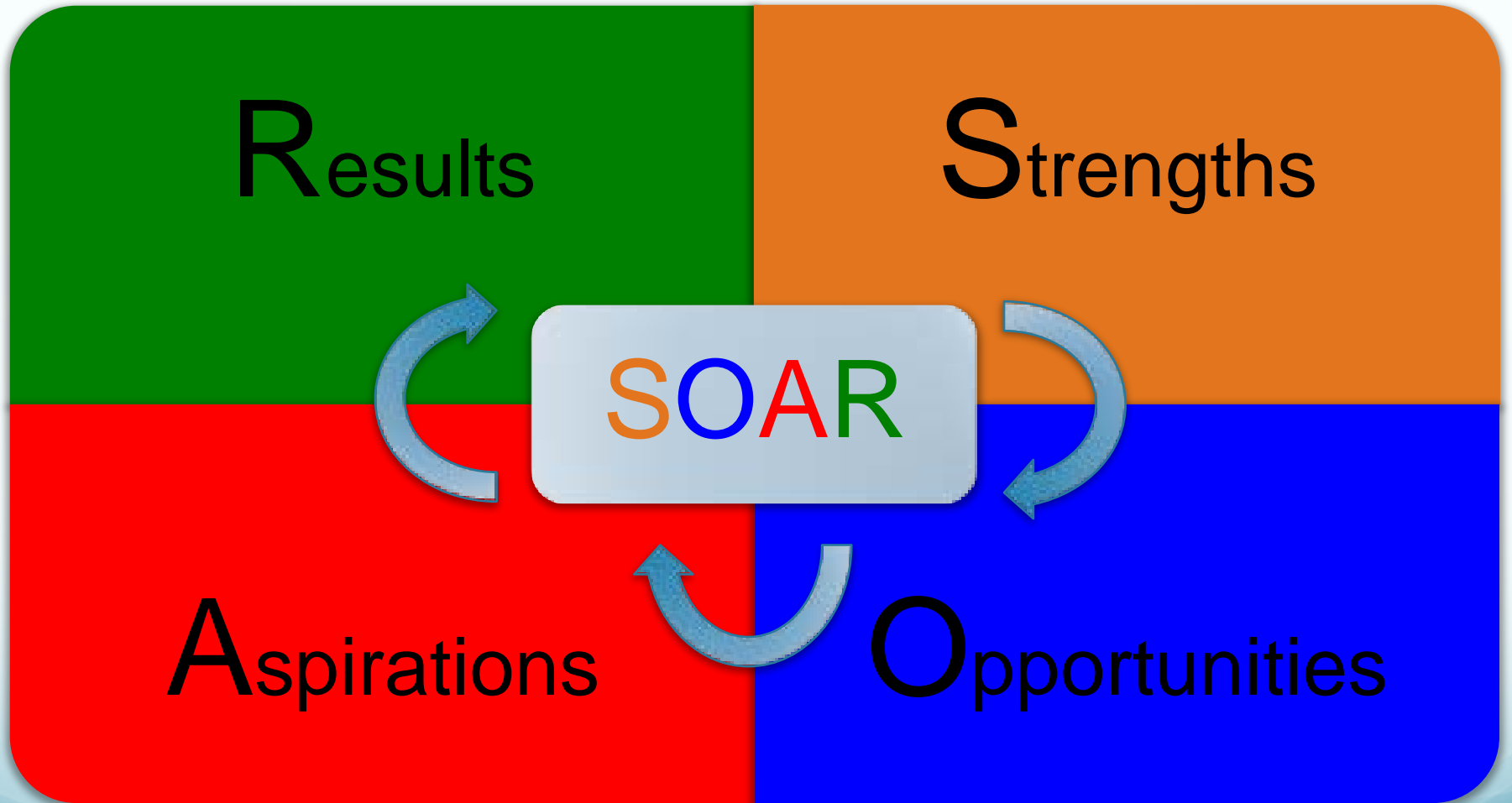
**AI
5 D Model**

Design

Dream



SOAR Model (Vs SWOT)



***“If you want to change the culture,
change the conversation.”***

~ ~ Joel Henning

***“If you want to change the conversation,
change the questions you ask.”***

~ ~ Joyce Majors

A New Approach to Quality Programs

. . . is about wholeness.

Both / and

Vs **Either/ or**



Analytical/ Investigative (Process)	Appreciative/ Generative (People)
++	++
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two polarities,
creating a third way.

~ ~Adapted from Barry Johnson Polarity Management Theory

Purpose of AI

“ . . . transform challenges into powerful strategic questions . . . to quickly discover the strengths, best practices, and passions for improvement and innovation that already exist in your organization . . . ”

~ ~ David Cooperrider

Examples of A.I. in healthcare

Where does AI work?

strategic planning

employee engagement

organizational design

process improvement

mergers

coaching

hiring

(e) valuation

diversity/cross cultural

community building

recruitment &

retention

Strengthening relationships

personal reflection

Organizational issues

teambuilding



*Improving the
Effectiveness of Front Line
Leaders*



Palliative Care Summit

University Health Network

Toronto General Hospital Toronto Western Hospital Princess Margaret Hospital



Strategic Planning for Nursing

Nursing Summit



Envisioning . . .

Given your role as a leader in healthcare and reflecting on what you have heard so far in this conference:

What possibilities do you see for applying “appreciative thinking” in every day activities in this LHIN (e.g.: conversations, staff meetings, planning etc.)

What will you do differently as a result of attending this conference?



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