

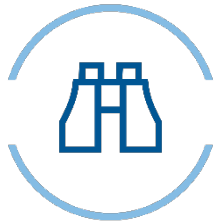


TRANSFORMING THE HUMAN SERVICES FIELD THROUGH

Appreciative Inquiry

Angela Rapp Kennedy

CQL VP of Special Projects



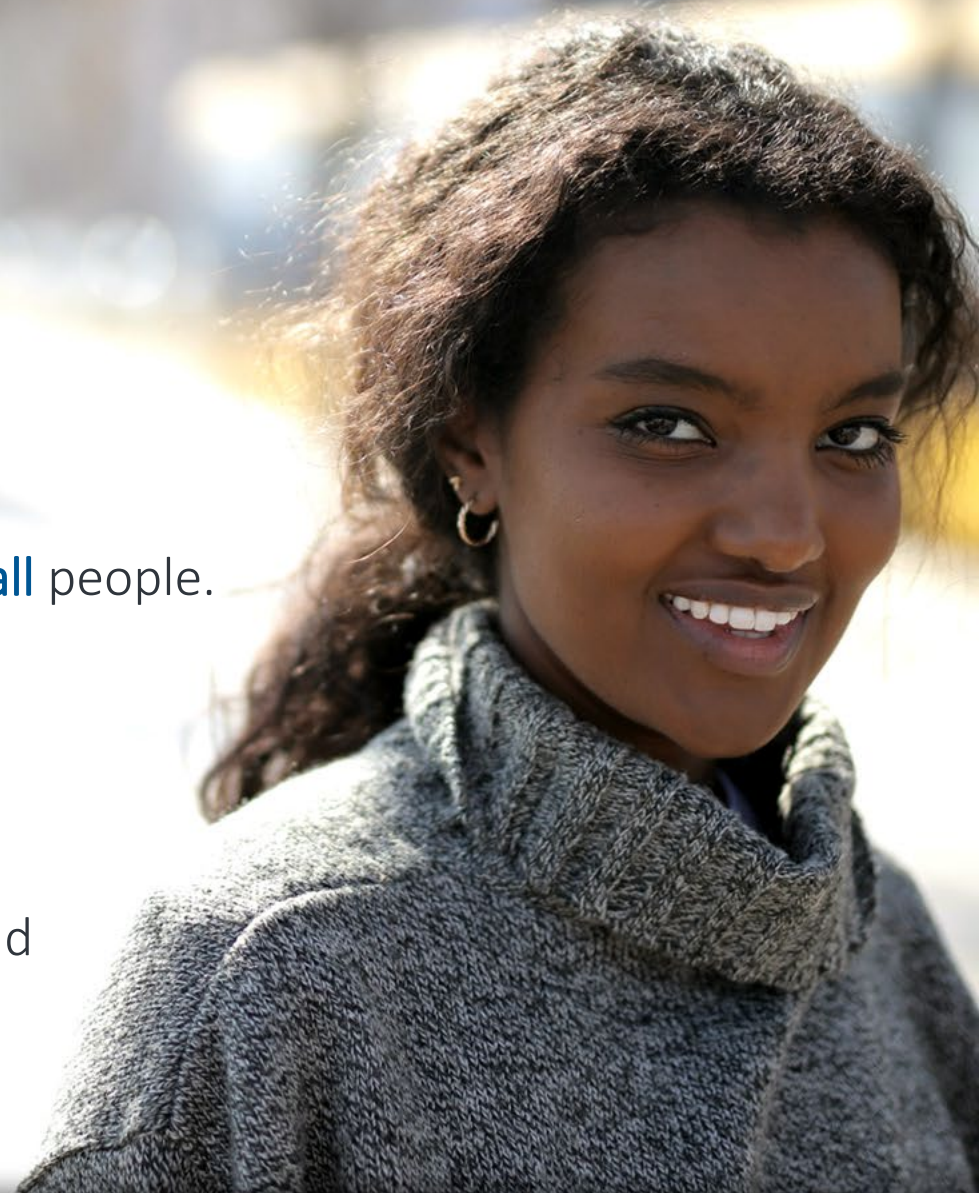
Vision

A world of dignity, opportunity, and community for **all** people.



Mission

CQL is dedicated to the definition, measurement, and improvement of **personal** quality of life.





APPRECIATIVE INQUIRY

What Is It?



“Ap-pre’ci-ate, v., 1. valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems 2. to increase in value, e.g. the economy has appreciated in value. Synonyms: VALUING, PRIZING, ESTEEMING, and HONORING.

In-quire’ (kwir), v., 1. the act of exploration and discovery. 2. To ask questions; to be open to seeing new potentials and possibilities. Synonyms: DISCOVERY, SEARCH, and SYSTEMATIC EXPLORATION, STUDY.”

Cooperrider, D., & Whitney, D. (2005). *Appreciative inquiry: A positive revolution in change*. Berrett-Koehler Publishers.

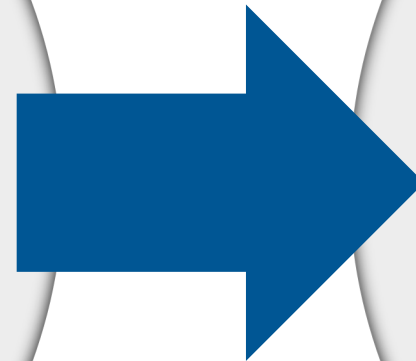
Appreciative Inquiry Strengths-Based Approach

- Process to enact positive change
- Rejects a deficiency-driven outlook
- Amplifies organizational strengths
- Applies lessons learned to areas with opportunity for improvement



MOVING FROM

- Deficit based views
- Criticism
- Focus on identifying problems



MOVING TO

- Positive potential
- Innovation
- Envisioning what might be

A photograph of a multi-story building at night. The building is dark, and the sky is a deep blue. A large, illuminated sign on the roof of the building reads "HOTEL" in white, capital letters. The sign is lit up, making it stand out against the dark background. The building has several windows with balconies, some of which are visible in the lower part of the frame.

HOTEL



“The task of leadership is to **create an alignment of strengths** in ways that make a system's weaknesses irrelevant.”

- Peter Drucker

Appreciative Inquiry

Basic Beliefs

1. In every society, organization, or group ... something works
2. What we focus on becomes our reality
3. Reality is created in the moment, and there are multiple realities
4. The act of asking questions of an organization or group influences the group in some way

Hammond, S. A. (2013). *The Thin Book of Appreciative Inquiry*.
Thin Book Publishing.



Appreciative Inquiry

Basic Beliefs

5. People have more confidence and comfort to journey to the future (the unknown) when they carry forward parts of the past (the known)
6. If we carry parts of the past forward, they should be what is best about the past
7. It is important to value differences
8. The language we use creates our reality

Hammond, S. A. (2013). *The Thin Book of Appreciative Inquiry*.
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“Words create worlds.”

- Abraham Joshua Heschel

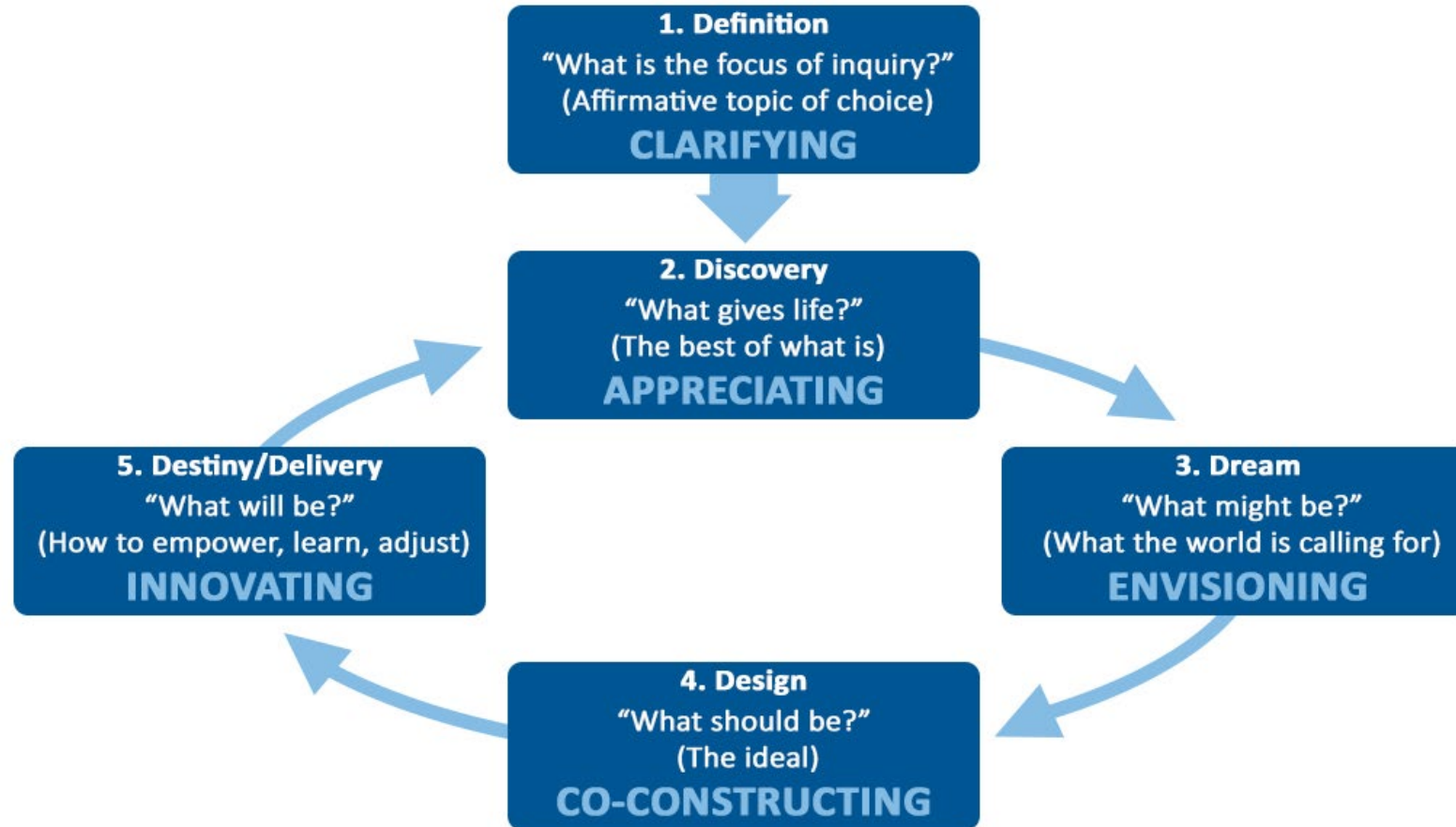


APPRECIATIVE INQUIRY

How Does
It Work?



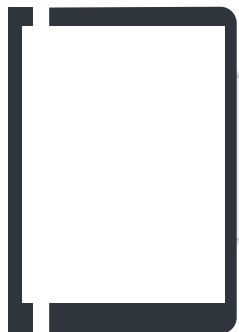
Appreciative Inquiry - The 5 D's



Cooperrider, D., & Whitney, D. (2005). *Appreciative inquiry: A positive revolution in change*. Berrett-Koehler Publishers.

Appreciative Inquiry

1. Definition



Definition: What we look for, we will find ...

- What is our desired outcome?
- This is where we identify our topics of inquiry. These need to be limited to a manageable number of topics.
- A clear topic helps to focus the line of questioning in the discovery process.

Cooperrider, D., & Whitney, D. (2005). *Appreciative inquiry: A positive revolution in change*.
Berrett-Koehler Publishers.

Appreciative Inquiry

2. Discovery



Discovery: The best of what is and what has been ...

- People talk to one another, often via structured interviews, to discover the times when the organization is at its best. These stories are told as richly as possible.
- The identification of organizational processes that work well. What are the emerging themes?
- What did we do well? What are our strengths?

Cooperrider, D., & Whitney, D. (2005). *Appreciative inquiry: A positive revolution in change*. Berrett-Koehler Publishers.

Appreciative Inquiry

3. Dream



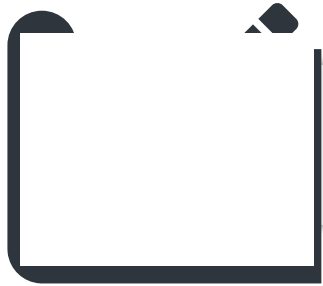
Dream: What might be ...

- The envisioning of processes that would work well in the future.
- The dream phase is often run as a large group conference where people are encouraged to envision the organization as if the peak moments found in the 'discover' phase were the norm rather than exceptional.

Cooperrider, D., & Whitney, D. (2005). *Appreciative inquiry: A positive revolution in change*. Berrett-Koehler Publishers.

Appreciative Inquiry

4. Design



Design: What should be ...

- What action do we need to take to make it happen?
- A team is empowered to design ways of creating the organization dreamed in the conference(s)
- Planning and prioritizing processes that would work well
- The idea ... co-constructing

Cooperrider, D., & Whitney, D. (2005). *Appreciative inquiry: A positive revolution in change*. Berrett-Koehler Publishers.

Appreciative Inquiry

5. Destiny / Delivery

Destiny / Delivery: What will be ...

- The final phase is to implement the changes – take action.
- The implementation (execution) of the proposed design.
- How to empower, learn, and adjust and improvise?



SUSTAINING

Cooperrider, D., & Whitney, D. (2005). *Appreciative inquiry: A positive revolution in change*.
Berrett-Koehler Publishers.

APPRECIATIVE INQUIRY

What Can We
Do With it?



Things to consider:

- Become a **strength spotter**
- Study what **is working**, you will grow in what you study
- **Imagine** what **could** be - **Commit** to what **will** be
- Do more of what works
- Train your eye to **see the possible**
- Embrace **optimism** and a **can-do attitude**
- Move from “What did we do wrong?” → To “**What did we learn** from this?”
- Remember - in every organization, **something works**

“We need to discover the **root causes of success** rather than the root causes of failure.”

- David Cooperrider





Appreciative Inquiry

Next Steps

Identify a situation where you would like to apply Appreciative Inquiry within your organization:

- What is an opportunity for growth ?
- What are areas in your organization where things that are going well, how might you learn from that to apply to the area of opportunity?
- How might you find others who are doing well in your area of opportunity?
- From whom you would like to learn?

Q&A

8:03

Please input your question

Send Anonymously

Send

TIME TO SHARE!

What is something; a service, an initiative, a program, a system, a tradition, etc. that's working really well at your organization?

Appreciative Inquiry

Develop A Plan

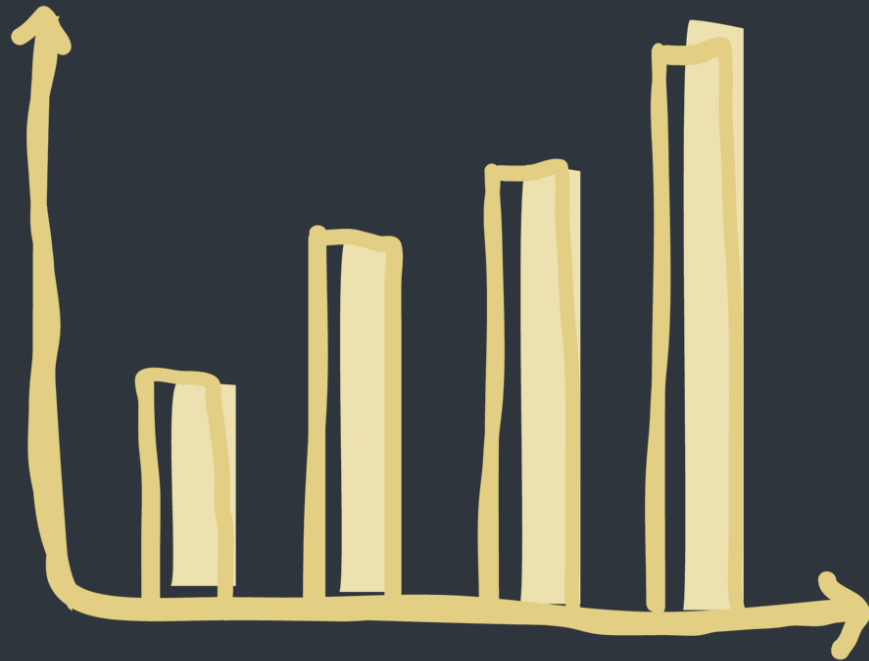


Formulate the following:

- Apply the 5 D's
- Who will be involved?
- How will they be involved?
- What questions would you like to ask?
- How will you recognize the strengths?
- What will you do with the learning?
- How will you know if things improve?

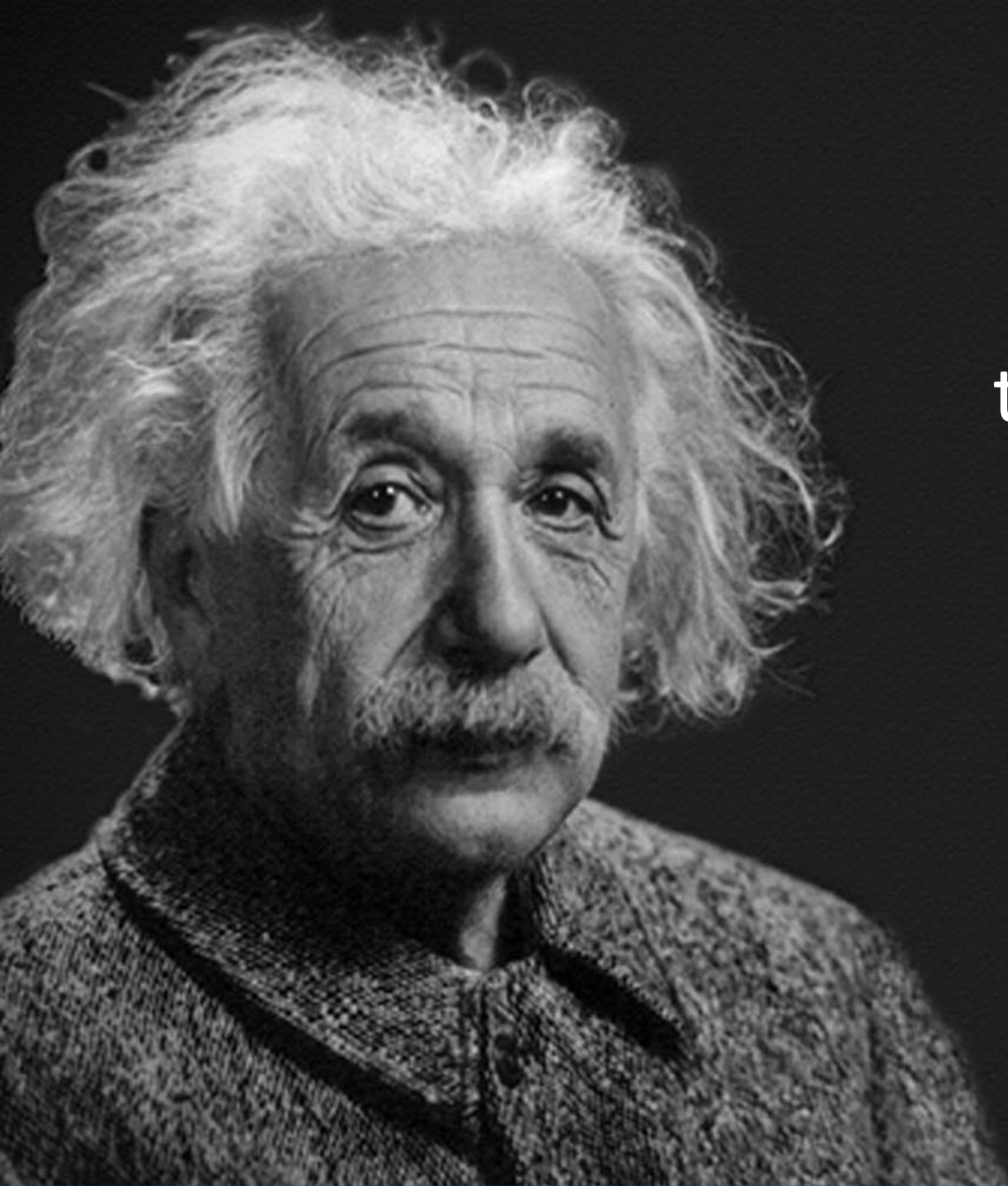
Appreciative Inquiry

How will you know if things improve?



Formulate your data plan:

- What will be your evidence?
- How will you “count” that?
- Are you already gathering data that will inform you?
- What will you do with the data?
- How will you display & share the data?



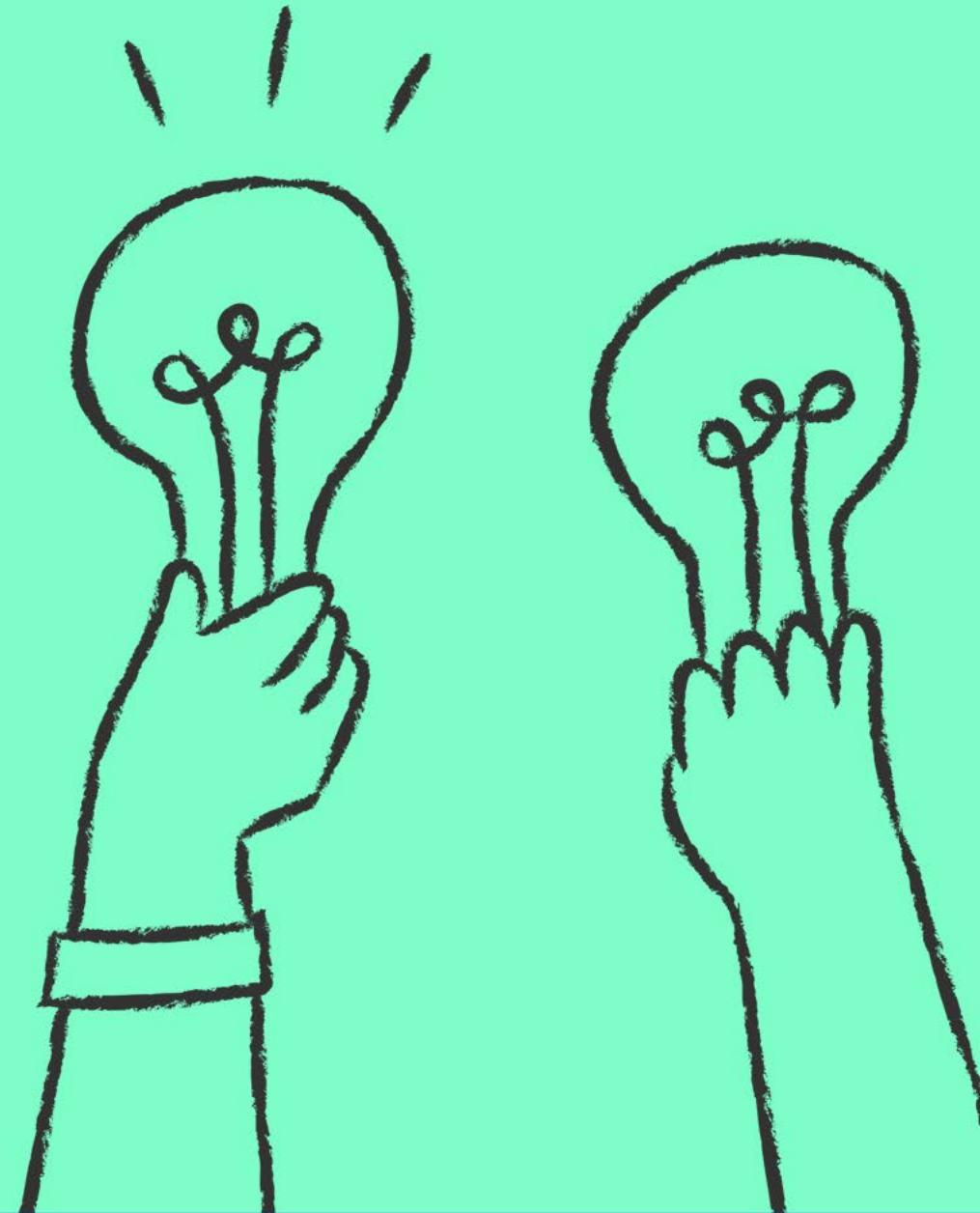
“Not everything
that counts can be counted and
not everything
that can be counted, counts.”

- *Albert Einstein*

“When you focus on problems,
you’ll have **more problems**.

When you focus on possibilities,
you’ll have **more opportunities.**”

- Zig Ziglar



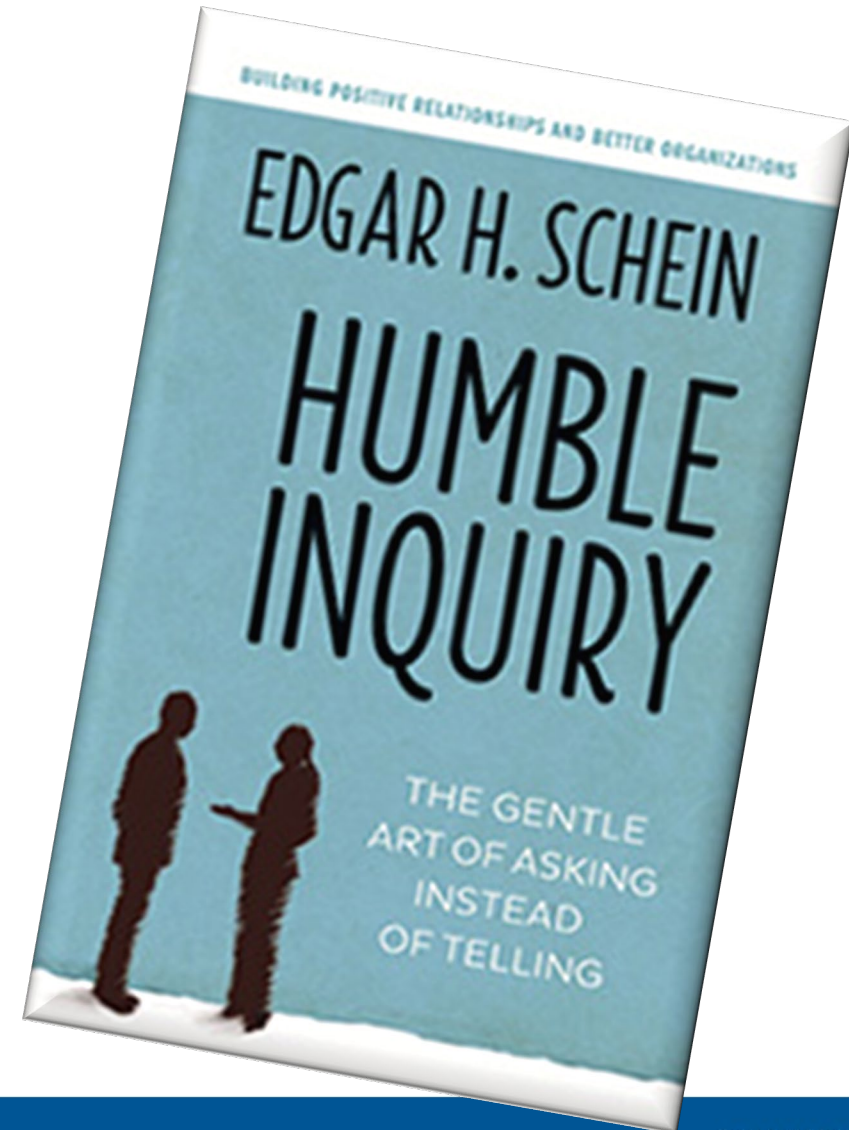
RELATED CONCEPTS

Humble Inquiry SOAR Analysis



“Humble Inquiry is the fine art of drawing someone out, of asking questions to which you do not already know the answer, of **building a relationship** based on curiosity and interest in the other person.”

- Edgar Schein

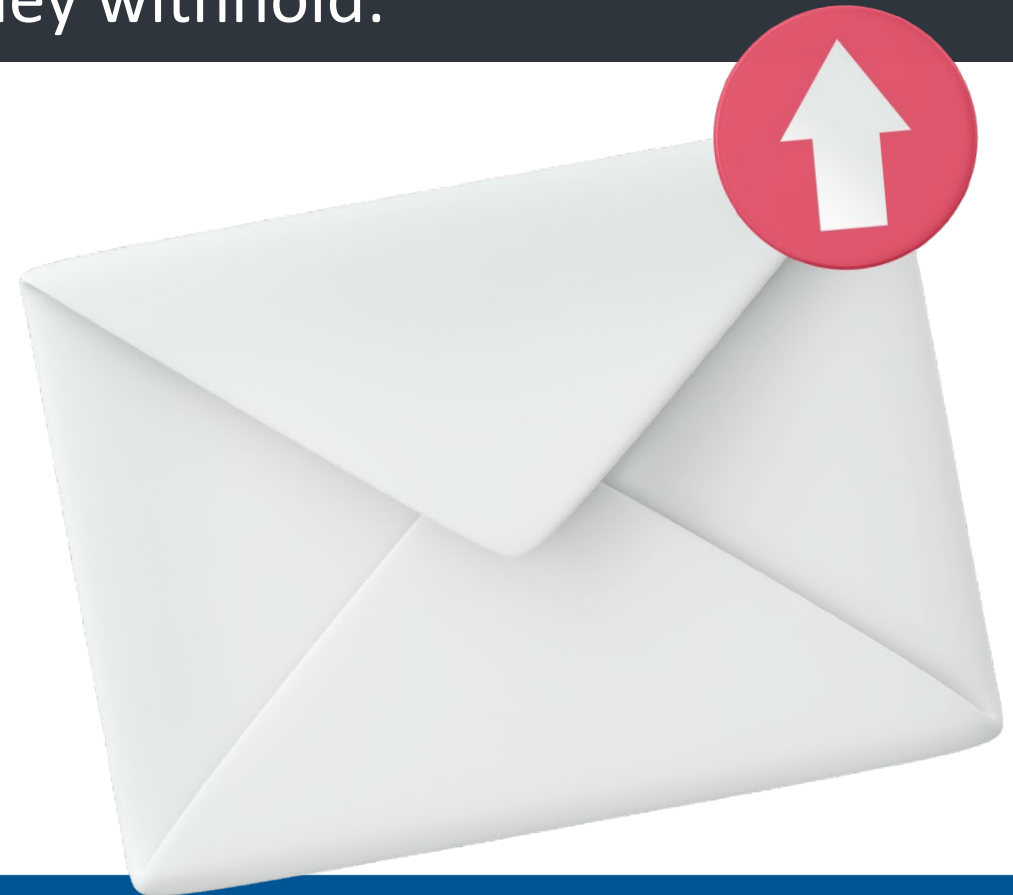


Humble Inquiry

Upwards Communication Issues

Front line workers know lots of things that would make the organization work better or safer but for various reasons they withhold:

- Scared they will shoot the messenger
- Told them before and management wasn't interested or didn't respond
- No longer have incentive to share



"SOAR is a strategic planning framework with an approach that focuses on strengths and seeks to understand the whole system by including the voices of the relevant stakeholders. SOAR conversations center on what an organization is doing right, what skills could be enhanced, and what is compelling to those who have a 'stake' in the organization's success."

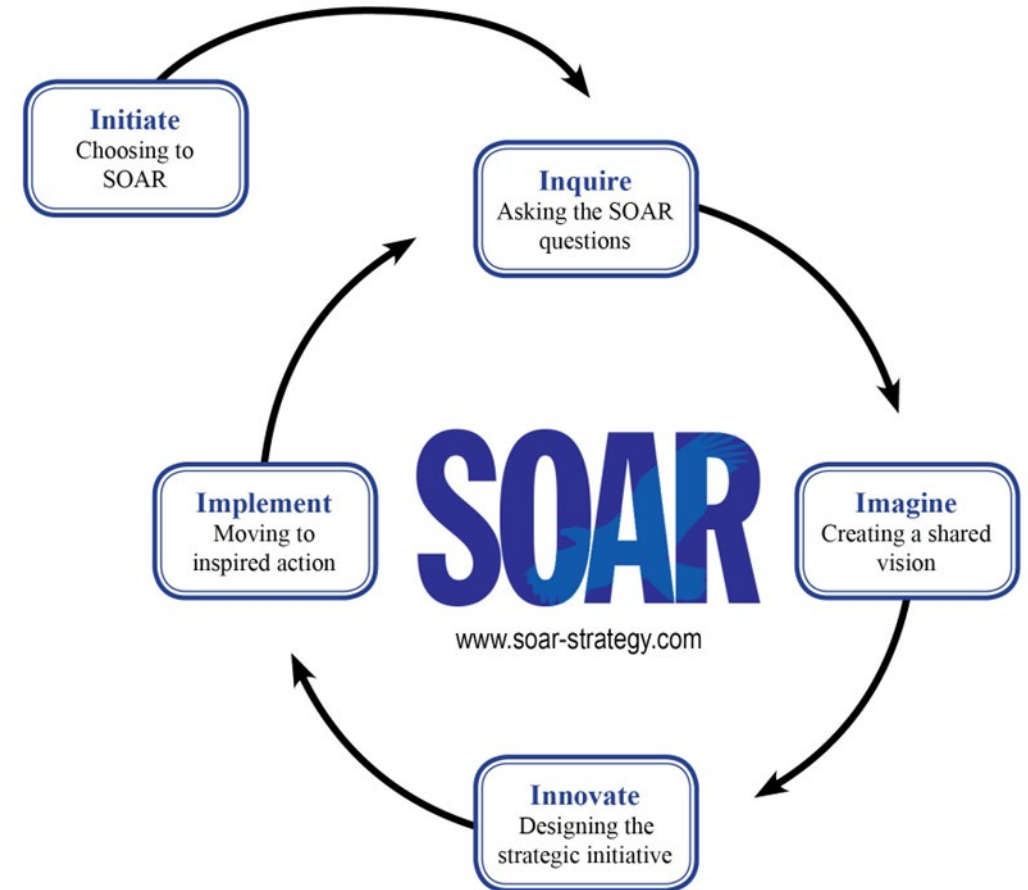
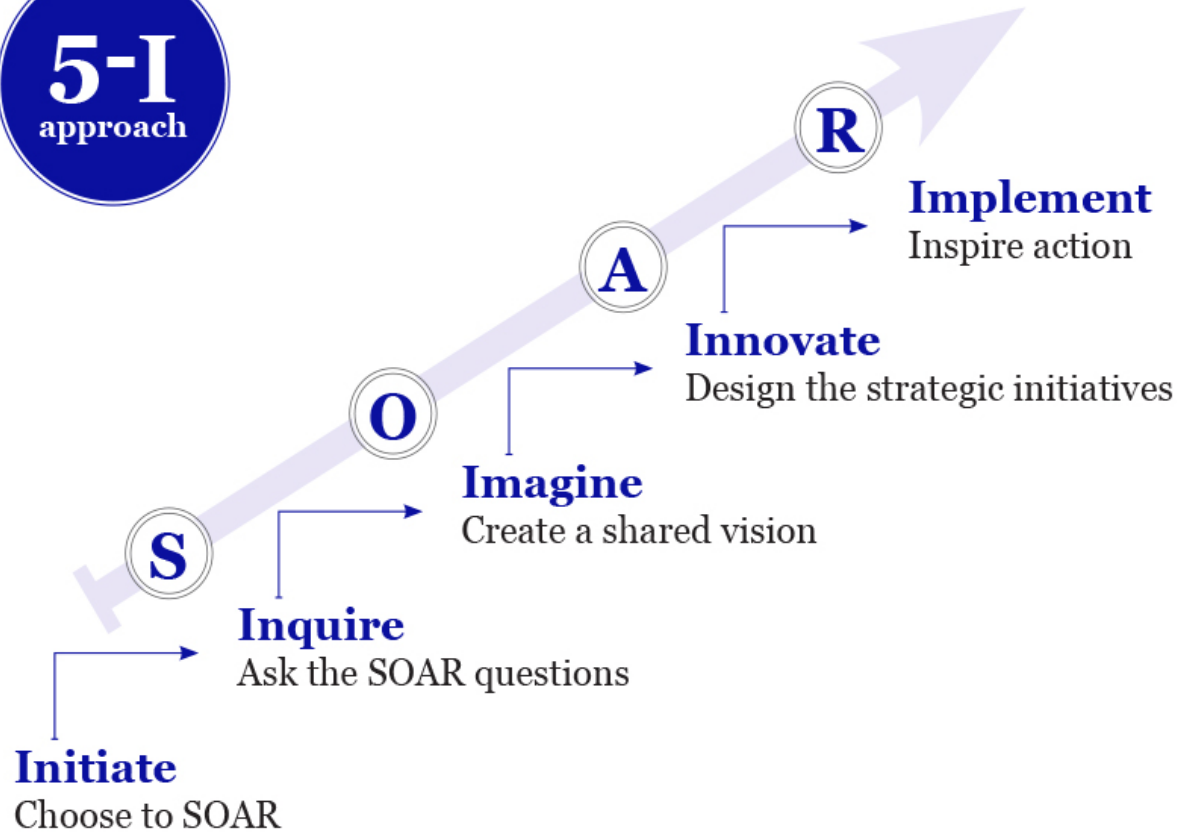
Stavros, J. M., & Hinrichs, G. (2009). *The thin book of soar: Building strengths-based strategy*. Thin Book Pub. Co.

“By using a SOAR analysis, an organization focuses on what they are doing well, what can be improved and what is most important to stakeholders. Using the SOAR approach, strategic plans can be more dynamic, creative and optimistic.

SOAR uses Appreciative Inquiry, an approach to organizational analysis and learning. Intended for discovering, understanding and fostering innovations in social organizational arrangements and processes.”

Stavros, J. M., & Hinrichs, G. (2009). *The thin book of soar: Building strengths-based strategy*. Thin Book Pub. Co.

SOAR Analysis



Stavros, J. M., & Hinirichs, G. (n.d.). *A profoundly positive approach to strategic thinking, planning, and leading. SOAR: Creating Strategy that Inspires Innovation and Engagement*. Retrieved February 14, 2023, from <https://www.soar-strategy.com/what-is-soar/>

SOAR Model Analysis (Appreciative Inquiry)

S	<p>Strengths: <i>What can we build on?</i></p> <ul style="list-style-type: none"> • What are we most proud of as an organization? • What makes us unique? • What is our proudest achievement in the last year or two? • How do we use our strengths to get results? • How do our strengths fit with the realities of the marketplace? • What do we do or provide that is world class for our customers, our industry, and other potential stakeholders? 	<p>Aspirations: <i>What do we care deeply about?</i></p> <ul style="list-style-type: none"> • <i>When we explore our values and aspirations, “what are we deeply passionate about?”</i> • <i>Reflecting on our Strengths and Opportunities conversations, who are we, who should we become, and where should we go in the future?</i> • <i>What is our most compelling aspiration?</i> • <i>What strategic initiatives (projects, programs and processes) would support our aspirations?</i>
O	<p>Opportunities: <i>What are our stakeholders asking for?</i></p> <ul style="list-style-type: none"> • How do we make sense of opportunities provided by the external forces and trends? • What are the top three opportunities on which we should focus our efforts? • How can we best meet the needs of our stakeholders? • Who are possible new customers? • How can we distinctively differentiate ourselves from existing or potential competitors? • What are possible new markets, products, services or processes? • How can we reframe challenges to be seen as exciting opportunities? • What new skills do we need to move forward? 	<p>Results: <i>How do we know we are succeeding?</i></p> <ul style="list-style-type: none"> • Considering our Strengths, Opportunities, and Aspirations, what meaningful measures would indicate that we are on track to achieving our goals? • What are 3 to 5 indicators that would create a scorecard that addresses a triple bottom line of profit, people, and planet? • What resources are needed to implement vital projects? • What are the best rewards to support those who achieve our goals?
A		
R		

From: Stavros, J. & Hinrichs, G. (2009). The thin book of SOAR: Building strengths-based strategy. Bend, OR : Thinbook Publishing.



Embracing Appreciative (and Humble) Inquiry

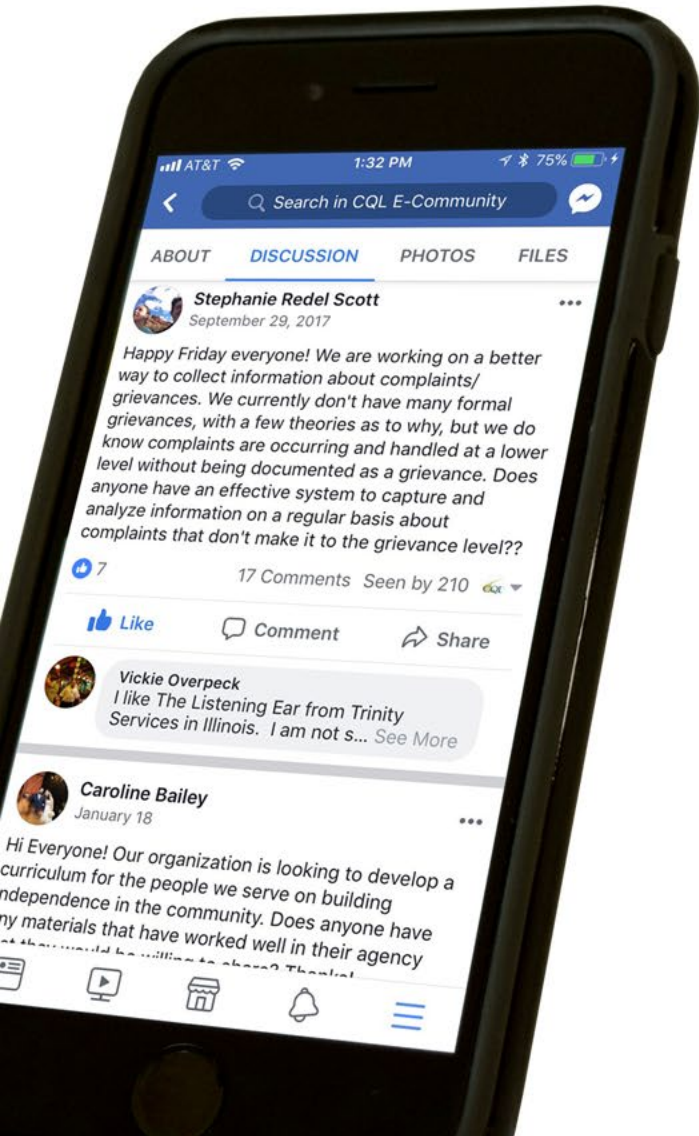
Core Services of Northeast TN

What are some strengths of the organization?

- Culture
- I feel valued and respected
- Feel safe—even during pandemic
- Unwavering commitment to person-centered thinking
- Good relationships—with people receiving services, teammates, manager, and leadership
- Leadership is always willing to listen
- Can do attitude (instead of previous can't do attitude)
- Actively soliciting feedback and resolving concerns
- Willingness to try new things
- Ensuring people feel they belong (Front Line Supervisor)
- Feeling valued, respected, included—my opinion matters (Front Line Supervisor)

- **Capstone – Appreciative Inquiry**
www.c-q-l.org/resources/newsletters/focusing-on-possibilities-through-appreciative-inquiry/
- **Video – Appreciative Inquiry**
<https://youtu.be/s94ug-OfvQA>
- **Capstone – Transformation Strategies**
www.c-q-l.org/resources/newsletters/transformation-strategies-in-human-services/
- **Webinar – Transformation Strategies**
<https://youtu.be/9wDsULDBlj0>
- **External Resource – Appreciative Inquiry 5-D Cycle**
www.appreciativeinquiry.champlain.edu/learn/appreciative-inquiry-introduction/5-d-cycle-appreciative-inquiry/
- **External Resource – SOAR Strategy**
<https://www.soar-strategy.com/what-is-soar>

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