

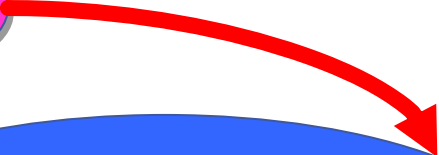
Appreciative Inquiry:

A Positive Revolution in Change

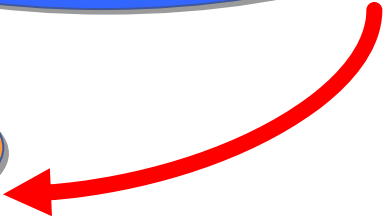
**Define: Affirmative
topic choice**
(Decide what to learn about)



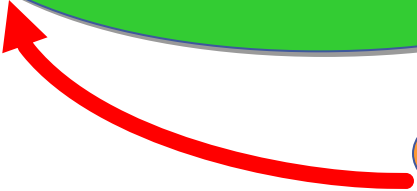
Discovery
What gives life?
(Appreciating the best of what is)



Dream
What might be?
(Envisioning impact - shared
images for a preferred future)



Design
What does innovation look like?
(Co-constructing the ideal)



Destiny
How to empower?
(Sustaining the vision through
action)

Positive Core

Using the 5D Cycle of Appreciative Inquiry into the future of Aruba

Enhancing Interviewer Skills

- Practice generous listening
- Be curious - ask questions to clarify, seek understanding, evoke past experiences
- Draw out positive stories
- Like a reporter, get respondent to elaborate further
- Be neutral, nonjudgmental
- Take notes of key points, phrases
- Pay attention to how you interview; not a conversation
- Listen with a centered presence

What is stirring in you from the training on Friday?

DISCOVERY

- From the conversations and the interviews, what is alive in you?
- From what you have learned so far, what are you curious about in the Appreciative Inquiry process?

In small groups...

Everyone listen for patterns/insights in three areas:

1. High point stories : An analysis of Root Causes of Success
2. Continuity themes : When we're at our best, what to keep , signature strengths
3. Images of the Future: Key visions

PATTERNS/THEMES

<u>HIGH POINTS</u>	<u>CONTINUITY</u>	<u>FUTURE: 2025</u>
<p>Share patterns, value diversity— PLUS one of the illustrative high point <i>stories</i></p>		

Capture the data

- Interviewers will "rapport" back what THEY heard from speaker to their table group
- Write out notes from group on flip chart paper
- Process each topic question before moving on
- Record key words - phrases, stories from each person
- Capture images, metaphors that are compelling
- Look for emerging themes -- harvest key points, highlights, quotable quotes
- **ROLES**: timekeeper, facilitator, notetaker, rapporter

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Let's reflect together...

Each table takes ONE question:

Table 1: How did we build on the Positive Core?

Table 2: How did we successfully collaborate?

Table 3: How did the process capture the things that gave life to the individual voices?

Table 4: How did we value the richness of input?

Table 5: When did you feel most valued?

Give an example in your all your responses.

Topic Choice



A Fateful Act:

*Communities Move in the
Direction of What We Most
Frequently and Systematically
Ask Questions About!*

Best Way to Build High Enthusiasm?

- Do an island-wide survey of **low morale**?
--OR--
- Magnify and learn from moments of **highest enthusiasm**?



Deficit Problems & Affirmative Topics

Deficit Issues

- *Sexual Harassment*
- *Staff Turnover*

Fear of Job Loss

Low Morale

Customer Complaints

Lack of Training

Missed Commitments

Affirmative Topics

- *Positive Cross-Gender Working Relationships*
- *Attracting & Keeping Great Staff*

Recent Topics

- Lightning-Fast Consensus
- Magnetic Connections With Customer
- Outstanding Arrival Experience
- Environmentally Sustainable Enterprise
- Digital Spirit
- Exceptional Business Partnerships
- Transformational Dialogue (Improbable Pairs)
- Revolutionary Customer Response
- Courageous Acts of Goodness
- Empowering and Enlightened Leadership
- Business as An Agent of World Benefit

Create “Topics” for Our Future

“Decide Today Our Aruba of Tomorrow”

- Build on initial interviews...themes, patterns
- Go beyond the data: 3-5 **transformational** topics
- Good topics are -
 - **Bold**...a stretch....beyond status quo
 - **Desired**...you want it
 - **Compelling**...potential to energize, mobilize, strategic
 - **Connect** seeming opposites (both/and)
 - **Generative** potential

What you study, GROWS

British Airways

- Approximately 1000 employees
- 22 Stations throughout North America
- “Pecos River” Workshops
 - ✧ Personal Awareness for all Employees
 - ✧ Target of Change - the People
- Appreciative Inquiry
 - ✧ “How to engage everyone in creating a culture of outstanding service?”
 - ✧ Target of Change: *the organization*

Getting to Transformational Topics

From

Baggage Problems



To

Service Recovery

Service Recovery



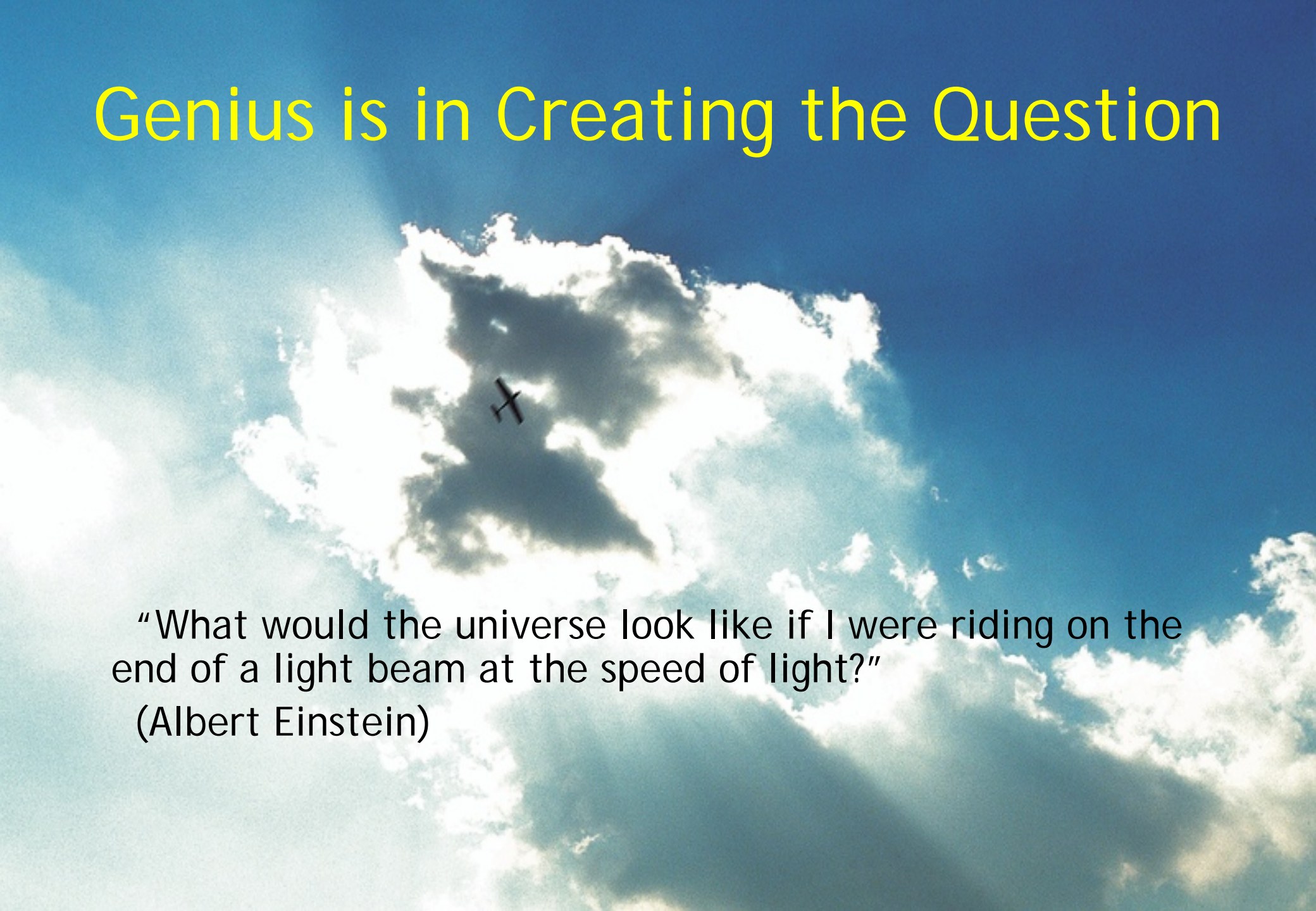
Exceptional Arrival Experience

- Final Topics:
 - ✧ People are Owners
 - ✧ Continuous People Development
 - ✧ Big Picture Harmony Among Work Groups
 - ✧ Exceptional Arrival Experience

SELECTING SIGNIFICANT TOPICS for: *Decide Today Our Aruba of Tomorrow*

- Base on the stories heard in initial interviews
- Select 3 - 5 affirmative topics
- Record your topics on a flipchart
- Prepare to present topics to the whole group and explain why they are relevant to the future success of the organization
- **Roles:** *volunteer for a role new to you...*
timekeeper, facilitator, notetaker, rapporteur

Genius is in Creating the Question



“What would the universe look like if I were riding on the end of a light beam at the speed of light?”
(Albert Einstein)

The Art of the Question

What we have said in the past...

- What's the biggest problem here?
- Why did I have to be born in such a troubled family?
- Why do you make so many mistakes?
- Why do we still have those problems?

We can change our language to...

- What possibilities exist that we have not thought about yet?
- What's the smallest change that could make the biggest impact?
- What support do you need to do your best here?
- What solutions would have us both win?

Crafting the AI Question

DISCOVERY: What gives life?

Every question has 3 parts:

- **Positive preface:** a lead-in introduces your topic
- **Craft 2 questions:**
 - High point evokes a story from the person's history
 - Help give voice to their best images of the future

Review your interview guide

4 Foundational Questions

How can you build on these?

Q1: Peak experience or high point?

Q2: Things valued most about ...

- yourself?
- the nature of people in Aruba?
- life in your community?

Q3: What are the core factors that give “life” to organizing?

Q4: What are three wishes to heighten vitality and health?

Creating the New Question

From a study of employee
dissatisfaction and complaints to ...

Engagement & 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.
 - A. Tell me about a time when you experienced positive energy that was infectious. What was the situation? What created the positive energy? How did it feel to be a part of it? What did you learn?
 - B. If positive energy were the flame of the organization, how would you spark it? How would you fuel it to keep it burning bright?

Example #2

From Analysis of Baggage Delays to ...

Exceptional Arrival Experience

- Our goal is to provide an exceptional travel experience both in the air and on the ground. The handling of a flight's arrival and baggage reconciliation is of equal importance to any other aspect of a passenger's journey. The arrival experience is the time to leave a wonderful lasting impression. It also provides the opportunity to recover from any service shortfall the customer may have encountered. Focusing on Exceptional Arrival Experience demonstrates commitment to both our customers and to one another.
 - A. Describe your most memorable arrival experience, as a customer or, as airline personnel. What made it memorable to you? How did you feel?
 - B. Tell me a story about your most powerful service recover. Describe the situation.
 - C. Looking to the future how would you enhance the arrival experience?

We Live in the Worlds Our Questions Create

Time to practice:

- **Craft** a question for assigned topic
- **Pilot** question with partner, then ask for appreciative feedback from group
- **List** all questions developed

“Be patient ... and try to love the questions themselves. Live the questions now. Perhaps you will then gradually, without noticing it, live along some distant day into the answer.” - Rainer Maria Rilke

Appreciative Feedback for Engaging AI Questions

Is the question...

- Stated in an affirmative tone?
- Built on a “half full assumption”?
- Giving a broad definition to the topic?
- Value “what is?”
- Spark the appreciative imagination by helping the person locate experiences worth valuing?
- Move beyond common ground and elevate conversation to higher ground?

Does the question...

- Present an expansive invitation?
- Use positive feeling words?
- Locate energizing stories?
- Enhance the possibilities of story telling and narratives?
- Encourage “rapport” talk, not report talk?
- Evoke essential values, aspirations and inspirations?
- Convey an unconditional positive regard?

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