Changing Whole Systems with Appreciative Inquiry

with

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Intentional Change is Challenging....

• How do we get varied stakeholders to agree on – and be excited about - a change target?
• How to we overcome resistance?
• How can we change together, *and* faster?
• How can it be energizing?
• How can we change without precedent?
• How do we enable Generative Connections?
Peter Drucker...an interview we did with him on his most recent book “The Next Society”

“The task of leadership is to create an alignment of strengths, making our weaknesses irrelevant.”
The DEFICIT approach to change is everywhere!

- Most schools, companies, families and organizations function on an unwritten rule...

- “Let’s fix what’s wrong and let the strengths take care of themselves”

--Gallup Poll
Best Way to Build High Commitment and Engagement?

Do an organization survey of low morale?

Magnify and learn from moment of highest engagement & enthusiasm?
Key Ideas about Change...

• **Words Create Worlds** – We move in the Direction of what we most frequently talk about

• **Inquiry is the Engine of Change** – Questions are Fateful; to change, begin by changing the conversation

• Change requires a **Shared Anticipatory Image**

• **Positive Images** pull Positive Behavior

• **Stories** are powerful connectors
What is Appreciative Inquiry?

1. A collaborative and rigorous search to identify and understand the organization’s strengths, in order to

2. Imagine our highest hopes and greatest possibilities, to stimulate

3. Co-construction of the ideal future, and

4. Launch self-directed change and innovation
2 Key Questions...

1. What, in this particular context, has already made ___(organizing)___ possible?

2. What possibilities exist, latent or explicit, to have even more effective forms of ___(organizing)___ in the future?
Discovery
“What gives life?”
(The best of what is)

Appreciating

Destiny
“What might be?”
(What is the world calling for)

Dream
“What should be—the ideal?”

Design
Co-constructing Action

Sustaining

Affirmative Topic Choice

AI “4D” Cycle
Summit Agenda

Friday: *Discovery*  
- Intro. to Appreciative Inquiry  
- Identify our interests, strengths, and highest hopes [mixed groups]

Saturday:  
*Dream*  
- Learning from other innovations and schools – Panel  
- Declaring our Visions for the Preferred Future [home teams]

*Dream* → *Design*  
- Aspiration Statements

*Design* → *Destiny*  
- Next Steps for engaging more stakeholders
Let's Get Started...
Opening Questions for You

- See “worksheets” - pages 6-7
- Important starting point...
- Individual reflection - your experience
- Trust what first comes to mind
Starting an Appreciative Inquiry (dialogue in pairs)

- A --> B (15 min)
- B --> A (15 min)
- Spirit of discovery; Ears of the Child
- “Mine for the Gold” in the other’s stories
- Take brief notes
- At the end.. summary & thanks
Assign self-managing roles (see page 8)

Introduce partner with “headline” from the entire interview; one thing that stood out most

Based on the Option assigned to your table, use your stories or images to identify the success factors that cause positive change and innovations for sustainability

Based on your themes from the interviews, now complete one of the Strength Summary Options:
   - Even number Tables → Option A
   - Odd number Tables → Option B
Discovery
“What gives life?”
(The best of what is)
Appreciating

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

Dream
“What might be?”
(What is the world calling for)
Envisioning Results

Design
“What should be—the ideal?”
Co-constrcuting Action

AI “4D” Cycle
WELCOME to DAY TWO!

Please sit at designated tables –

with your School Teams
<table>
<thead>
<tr>
<th>School Name</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belmont Hill School</td>
<td>MA</td>
</tr>
<tr>
<td>Burlington HS</td>
<td>VT</td>
</tr>
<tr>
<td>Denver Academy</td>
<td>CO</td>
</tr>
<tr>
<td>Episcopal Academy</td>
<td>PA</td>
</tr>
<tr>
<td>FirstFuelCells.com</td>
<td>OH</td>
</tr>
<tr>
<td>Georgetown Visitation</td>
<td></td>
</tr>
<tr>
<td>Preparatory School</td>
<td>DC</td>
</tr>
<tr>
<td>Hathaway Brown</td>
<td>OH</td>
</tr>
<tr>
<td>Hawken School</td>
<td>OH</td>
</tr>
<tr>
<td>Indian Mountain School</td>
<td>CT</td>
</tr>
<tr>
<td>Jackson Preparatory School</td>
<td>MS</td>
</tr>
<tr>
<td>Lake Ridge Academy</td>
<td>OH</td>
</tr>
<tr>
<td>Laurel School</td>
<td>OH</td>
</tr>
<tr>
<td>Pace Academy</td>
<td>GA</td>
</tr>
<tr>
<td>Shady Side Academy</td>
<td></td>
</tr>
<tr>
<td>Middle School</td>
<td>PA</td>
</tr>
<tr>
<td>SPIRE Independent School</td>
<td>OH</td>
</tr>
<tr>
<td>The Baldwin School</td>
<td>PA</td>
</tr>
<tr>
<td>The Hockaday School</td>
<td>TX</td>
</tr>
<tr>
<td>The Lab School of Washington DC</td>
<td></td>
</tr>
<tr>
<td>The Westminster Schools</td>
<td>GA</td>
</tr>
<tr>
<td>Western Reserve Academy</td>
<td>OH</td>
</tr>
<tr>
<td>Westtown School</td>
<td>PA</td>
</tr>
<tr>
<td>Winchester Thurston</td>
<td>PA</td>
</tr>
<tr>
<td>Achievements</td>
<td>Community wisdom</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Strategic opportunities</td>
<td>Core competencies</td>
</tr>
<tr>
<td>Cooperative Moments</td>
<td>Visions of possibility</td>
</tr>
<tr>
<td>Technical assets</td>
<td>Vital traditions, values</td>
</tr>
<tr>
<td>Innovations</td>
<td>Social capital</td>
</tr>
<tr>
<td>Elevated thoughts</td>
<td>Embedded knowledge</td>
</tr>
<tr>
<td>Community assets</td>
<td>Financial assets</td>
</tr>
<tr>
<td>Positive emotions</td>
<td></td>
</tr>
</tbody>
</table>
The “Positive Core”

Complete Organizational Wealth—“Well-being”

An Incredible Energy

Source of Continuity

Positive Affect
Check-ins with your Home Team

1. Each shares a key idea, observation or conversation moment that stood out for you from yesterday ... [5 minutes]

2. Connecting with Your Positive Core:
   - Share headlines from your responses to Questions 1 (calling to this topic) and 2 (successful change experience) from yesterday’s interviews. [15 minutes]
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Torrey McMillan</td>
<td>Director of Center for Sustainability, Hathaway Brown</td>
</tr>
<tr>
<td>Nathan Engstrom,</td>
<td>Sustainability Coordinator, Cleveland State University</td>
</tr>
<tr>
<td>Melanie Knowles,</td>
<td>Sustainability Manager, Kent State University</td>
</tr>
<tr>
<td>Stephanie Strong Corbett</td>
<td>Director of Sustainability, Case Western Reserve University</td>
</tr>
</tbody>
</table>
Growing Support from Many Disciplines…

What Good Are Positive Emotions?
- Broaden-and-Build Theory
- The Emotion of Elevation
- Upward Spiral as Change Model

Positive Image → Positive Action
- Positive Health Studies
- Pygmalion in Education
- Rise and Fall of Cultures

Words Create Worlds
- Inner Dialogue Research
- Media Studies/Social Construction
- Affirmative Capacity and Leadership
- Implications for Organizations?
What About Organizations?

Losada & Heaphy (2004):

<table>
<thead>
<tr>
<th></th>
<th>Pos/Neg</th>
<th>Self/Other</th>
<th>Int/Ext</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>6/1</td>
<td>1/1</td>
<td>1/1</td>
</tr>
<tr>
<td>Moderate</td>
<td>2/1</td>
<td>3/2</td>
<td>3/2</td>
</tr>
<tr>
<td>Low</td>
<td>1/3</td>
<td>20/1</td>
<td>30/1</td>
</tr>
</tbody>
</table>
Empirical Support

*In the moment, Positive Emotions:*

**Broaden Attention and Thinking**
(Fredrickson & Branigan, 2002; Waugh & Fredrickson, in prep)

**Undo Lingering Negative Emotional Arousal**
(Fredrickson & Levenson, 1998; Fredrickson, Mancuso, Branigan & Tugade, 2000)

**Fuel Resilient Coping**
(Fredrickson, Tugade, Waugh & Larkin, 2002; Tugade & Fredrickson, 2002)
Empirical Support

Over time, Positive Emotions:

Prevent depression
(Fredrickson, Tugade, Waugh, & Larkin, 2002)

Trigger Upward Spirals to Increase Well-being
(Fredrickson & Joiner, 2002; Tugade & Fredrickson, 2002)

Build optimism, tranquility, and resilience
(Fredrickson, Tugade, Waugh, & Larkin, 2002)
Two Attractors:

<table>
<thead>
<tr>
<th>Positive Emotional Attractor</th>
<th>Negative Emotional Attractor</th>
</tr>
</thead>
<tbody>
<tr>
<td>– <em>PNS Arousal</em></td>
<td>– <em>SNS arousal</em></td>
</tr>
<tr>
<td>– Specific neural arousal</td>
<td>– Specific neural arousal</td>
</tr>
<tr>
<td>– Ideal Self</td>
<td>– Real Self / Social Self</td>
</tr>
<tr>
<td>– Strengths</td>
<td>– Gaps / Weaknesses</td>
</tr>
<tr>
<td>– Focus on Future</td>
<td>– Focus on Past</td>
</tr>
<tr>
<td>– Hope</td>
<td>– Fear</td>
</tr>
<tr>
<td>– Possibilities</td>
<td>– Problems</td>
</tr>
<tr>
<td>– Optimism</td>
<td>– Pessimism</td>
</tr>
<tr>
<td>– Learning Agenda and Goals</td>
<td>– Performance Improvement Plan</td>
</tr>
</tbody>
</table>

Visions of the Ideal Future (pg. 10)

- Assign self-managing roles (pg. 8)
- Revisit responses to Question 4
- Rate yourselves on 1-10 scale and then discuss and elaborate on what a “10” looks like.
  [Build on the best of each other’s images]
- Draft an Aspiration Statement
- Create an innovative way to “show us” what a part of your preferred future would look and feel like – and then share your draft Aspiration
Future Images - Presentations

HB 1
HB 2
Shady Side
Jackson Preparatory
The Lab School
Baldwin
Belmont
Winchester
Georgetown Visiting

Westtown
WRA
Hawken
Westminster
HB3
HB4
Huckaday
Indian Mountain
AI “4D” Cycle

**Discovery**
“What gives life?”
(The best of what is)
*Appreciating*

**Dream**
“What might be?”
(What is the world calling for)
*Envisioning Results*

**Design**
“What should be—the ideal?”
*Co-constrcuting Action*

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

**Affirmative Topic Choice**

*Discovery* ➔ *Destiny* ➔ *Design* ➔ *Dream* ➔ *Discovery*
Max-mix tables...
Multi-party Inquiry...
Posting the “Positive Core”
The Positive Core
Posting the Positive Core
WORKING WITH EMPLOYEE DRIVEN
THROUGHPUT:
CRUSHING NON-UNION
COMPETITION BY DELIVERING
UNSURPASSED SPEED AND
LEVERAGING EMPLOYEE
PRIDE AND INVOLVEMENT.
The Alternative Energy group (above) makes the business case for a freshwater wind farm in Lake Erie.

The Local Food group brainstorms to create “GROWHIO.”
Sustainability summit offers view of a green, prosperous Cleveland

In Pittsburgh area, resources combined

Allegheny County shares its policing

Today’s News
SPORTS

Tiger at the top
These photos were taken during the first round Tiger Woods, shown to the left of the #1 tee, was tied for the lead at 4 under par. Woods will be playing in his first major since his surgery in knee surgery last year. Photo by Debra Josephson, The Plain Dealer.

NATION/WORLD
Obama blasts about insurers
President Barack Obama on Friday called for an insurance companies to make more tax breaks for enrollging Medical care. He said, “To make sure that the people who have been paying too much for health care, or no health care, will be able to access the benefits of coverage, we have to take action and we have to take action now.”

Photo: Barack Obama, President of the United States, speaks during a press conference on health care reform in the East Room of the White House. (Photo by Carbonaro/Abaca Press)

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Adapting AI…

▪ Get the ‘right’ people in the room

▪ Engage stakeholders through best-past stories

▪ Re-connect everyone with their individual and collective Positive Core

▪ Create an experience of the Whole

▪ Imagine as if you were there

▪ Revisit Aspiration Statement frequently
Perceived Corporate Citizenship of the Organization

Sustainability – Relating to the WHOLE – Brings Out the Best in US!

Glavas (2009) CWRU
ante.glavas@nd.edu
We Were Born to Appreciate!

3 Facts about all human beings that Leaders can count on:

- Exceptionality
- Essentiality
- Equality of Voice
What we are beginning to see...

The Appreciable World is So Much Larger Than Our Normal Everyday Appreciative Knowing Capacity...

“If we did all the things we are capable of doing, we would literally astound ourselves.”

-- Thomas Edison
THANK YOU!

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