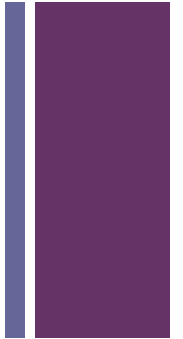


# Understanding Appreciative Inquiry and Creating our Appreciative Peer Review

Sarah Lewis  
Appreciating Change

# + Today: This Morning

- Context Setting
- Creating Positive Energy in Organizations
- Introduction to Appreciative Inquiry
- Psychological Resources for Change
  - Strengths
  - Emotional States
  - Relationships
- Challenges to working in this way



# + Today: This Afternoon



- Purpose of the Review
- Understanding Appreciative Reviewing: The WHAT
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# Magic Moments



Turn to a colleague and share

A magic moment from the last week

For example

A moment when something good happened

A moment when you felt good

A moment when your heart sung

A moment when you forgot your cares

A moment when you felt love



# What gives you energy in your life right now?



Turn to another colleague and

Share some of the things happening in your life right now that are your 'firelighters', that give you energy.

Describe a particular 'sparkle moment' when you lit up with energy and joy

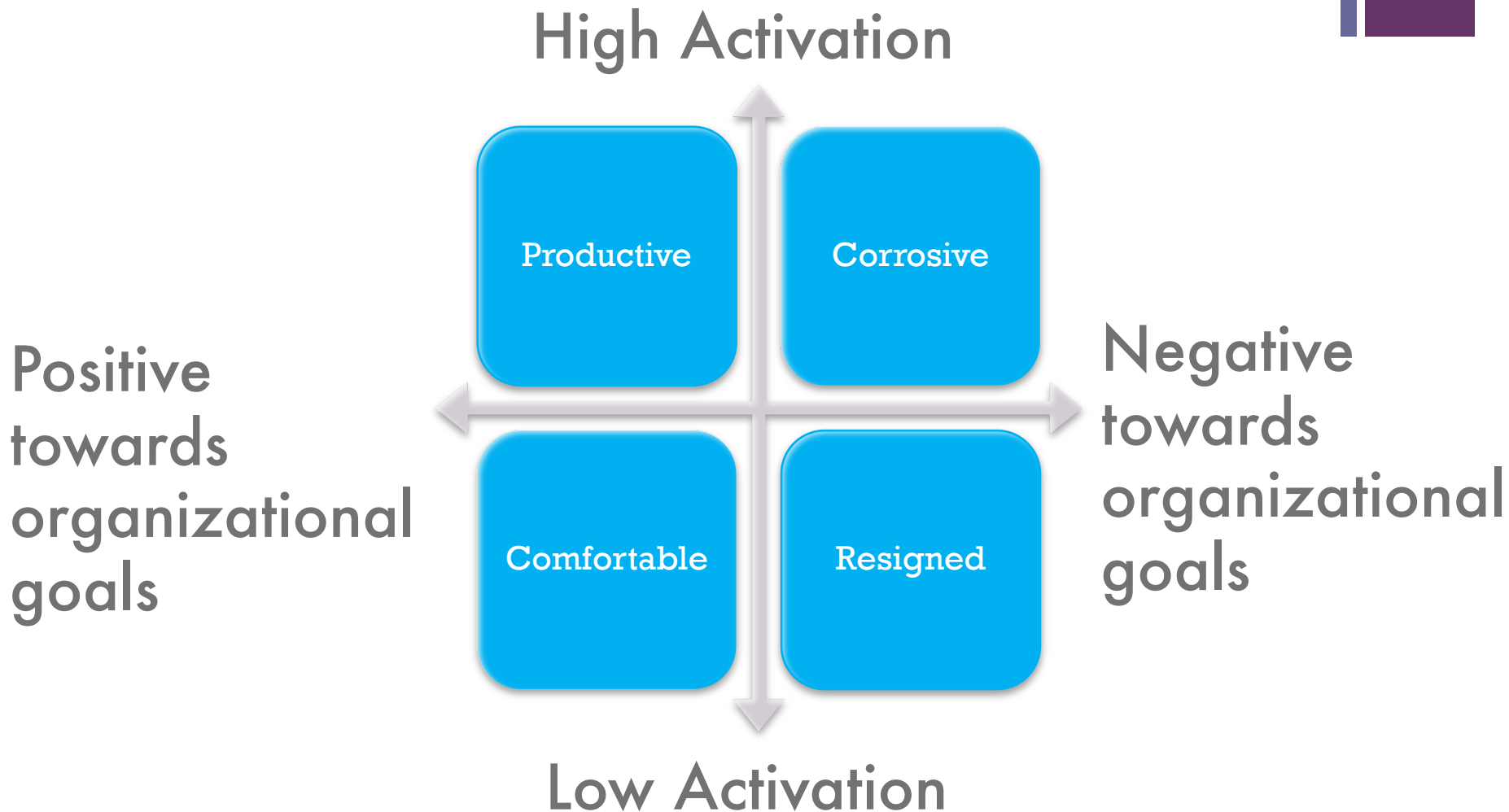


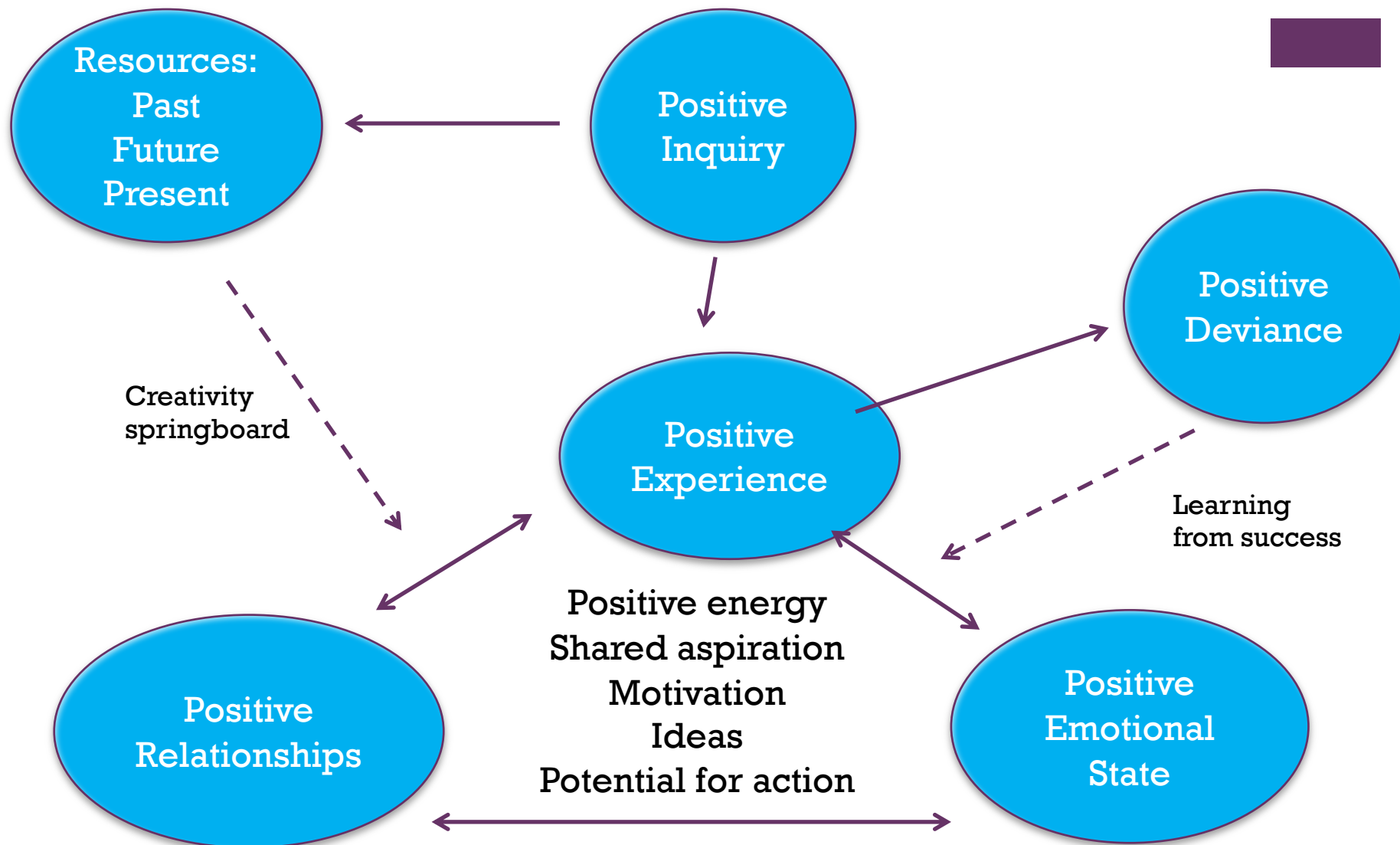
# Reflection



- What's different in how you feel in yourself compared to a few minutes ago – mood, interest, engagement etc.
- What's different in how you feel about, towards your colleague(s) compared to a few minutes ago?

# + Organisational Energy



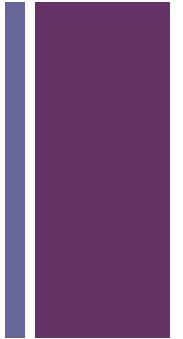


**Positive Energy:** the shared experience and demonstration of positive affect, cognitive arousal and agentic behaviour among unit members in their joint pursuit of organisationally salient objectives





# Why Appreciative Inquiry?

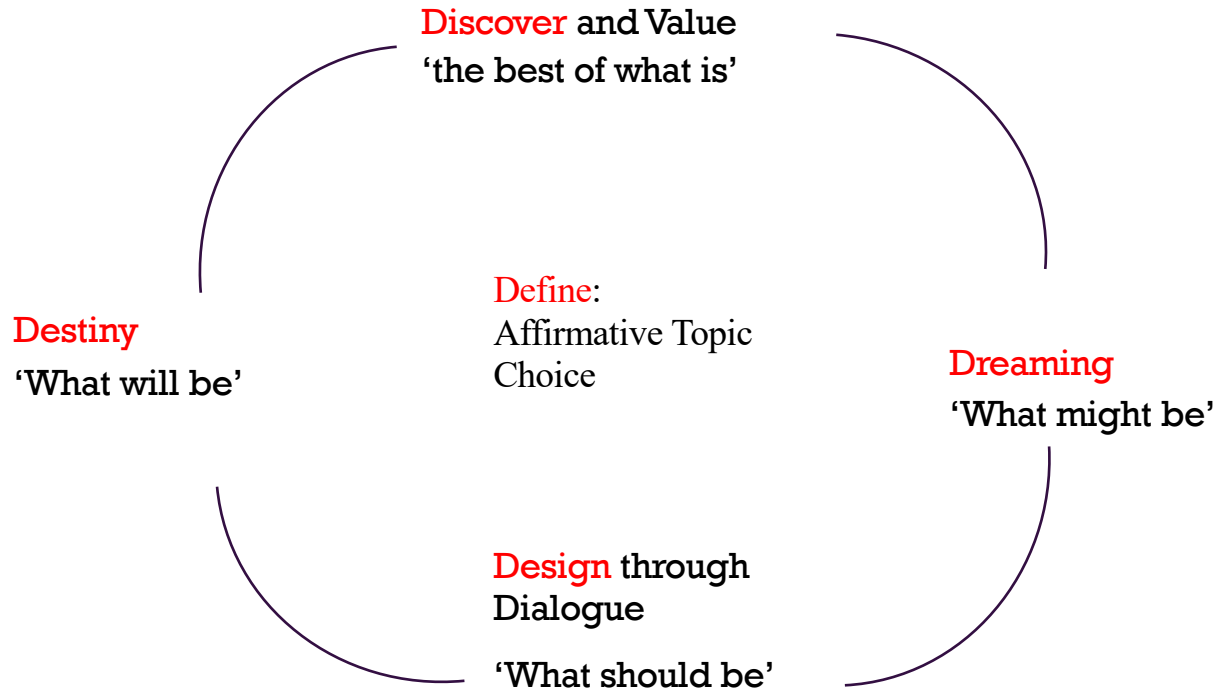


- *By shifting or prioritising the focus on:*
  - What **is working well**/has worked well
  - What **helps us**/the situation be at its best
  - What we **already know**
  - What **resources are available** to move forward
  - What **vision** do we want to move **towards**
  - Where **are** the '**positive deviants**'
  - What can we **do right away** to **move forward**
- *We release **creativity, resourcefulness, confidence** and a **clearer way forward!***
- *We create positive energy*





# Appreciative Inquiry: 5D Model





# Principles

We see what we look for

We hear what we listen for

The inquiry  
**is** the  
intervention

The organization is  
patterns of belief,  
communication and  
relationship. Change  
them and you change  
the organization.  
Less a machine, more  
a book

Positive emotions and  
images create  
**sustainable** energy for  
change

The image of the  
future guides the  
current behaviour  
of the organization,  
bringing the future  
powerfully into the  
present.



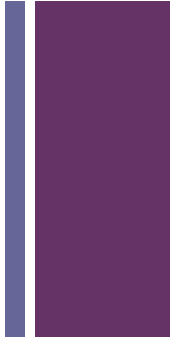
# Creating Change Through Inquiry and Affirmation



- Appreciative Inquiry Acts to
  - Refocus people's attention
  - Generate new information, perspectives
  - Create new mental maps and connections
  - Grow what we want more of
  - Dis-solve rather than re-solve problems
  - Affirm the best in people, situations



# Key Features of Appreciative Inquiry



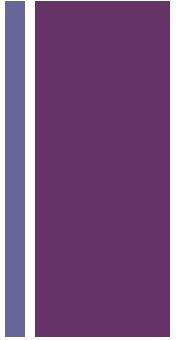
Purpose: To generate new and better futures

- Inquiry (questions)
- Appreciation (positivity)
- Strengths (what we can do)
- Generativity (innovation)

‘Appreciative Inquiry generates a collective agreement about what people want to do together and enough structure and energy to mobilize action in the service of those agreements. When that happens, many ‘problems’ get solved.’ - Bushe 2007



# Sharing stories of the positive



## In threes

- Think of a situation where you have been working at your best. Where you really had an impact, made a difference. Where you were fully engaged and using all your abilities to create something positive, and were successful. Something you can take pride in.
- Tell your colleagues about this. Just tell them the story of what's happening, or happened and what makes you feel good about this particular event or incident.
- Colleagues to listen for resources, strengths, abilities. What do you notice about what this person brought to the situation that made a positive difference.



# Resources for Success: Strengths

## Identifying strengths



- Once you have all shared your stories
- Take turns to offer feedback on the personal strengths you heard in each others stories
- Use the card packs to help you identify strengths but don't be constrained by them.



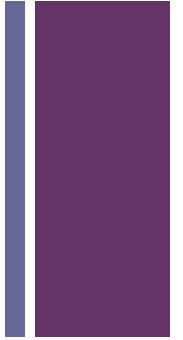
# + Strengths: connected to

Alex Linley





# Effect of creating positive mood



Positive emotions are associated with many good things:

- ✓creativity,
- ✓sociability,
- ✓flexible thinking,
- ✓coping with complexity,
- ✓good interpersonal relationships,
- ✓motivation and tenacity,
- ✓cognitive performance

**Great for Change**





# Connectivity

- Conveys information back and forth
- Builds something new
- Rising feeling of excitement
- Sense of being valued, coming home
- Feeling of mutuality
- Feel alive and vital



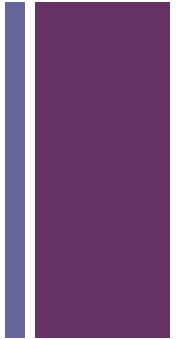


# Some challenges of introducing this approach



- Its messiness can offend the organizational sense of order (redundancies of effort, inefficiencies)
- It requires a letting go of beliefs of managerial omnipotence, agency and control
- Its iterative nature does not fit well with linear stories of progress
- It is by definition unpredictable in its effects
- It upsets existing and established relationship patterns (power bases)

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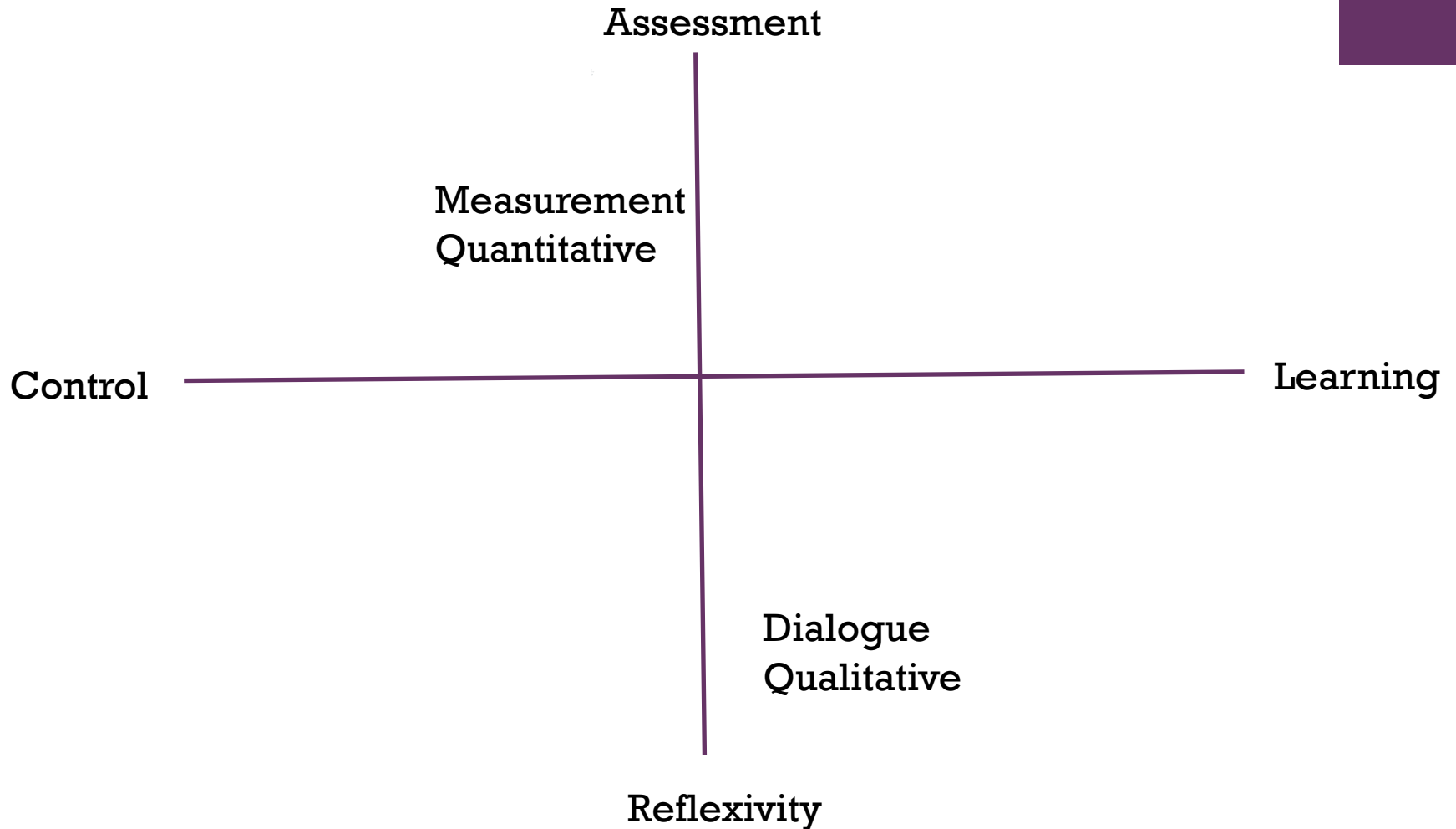


# Purpose of Review

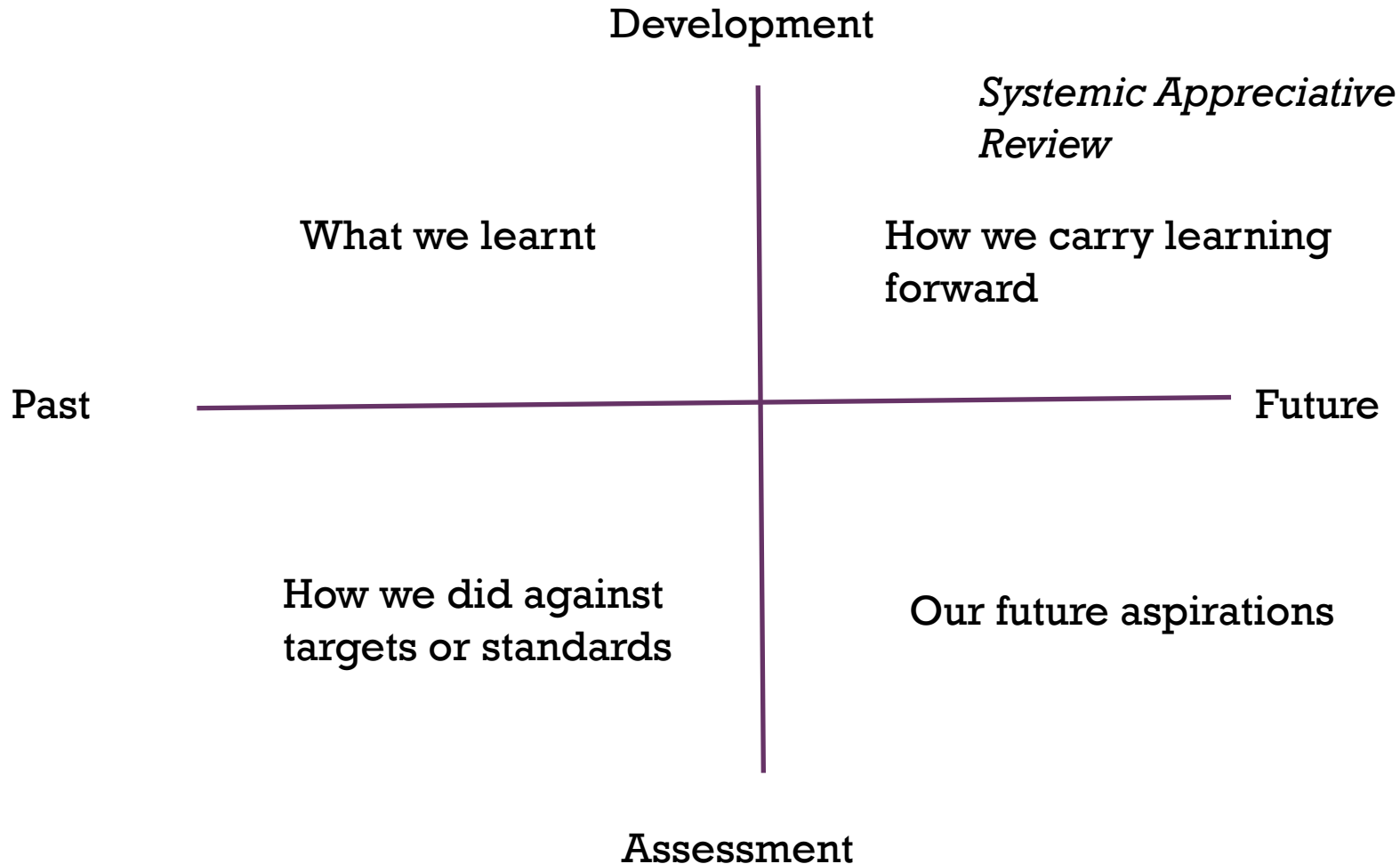


- Mark on the flips

# + Purpose of review process



# + Possible Review Foci







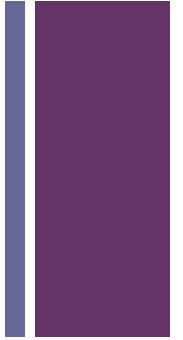
# Focus of review



Mark emphasis of the review that you think should be given to each quadrant – divide 100% amongst the quadrants



# Systemic Appreciative Review Definition?



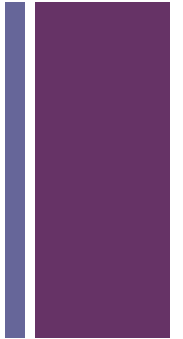
‘Systemic appreciative evaluation is a reflexive and relational process where knowledge about the past and present is used in forward actions to support the organization’s primary task, with the purpose of creating better practice while meeting external documentation requirements.’

‘A co-created process conducted by the evaluator and the participant’ e.g. doing with not to

Outcomes are ‘locally generated truths for that time and context’ e.g. evaluation as a work in progress



# Role of Reviewer in Appreciative Reviewing Process

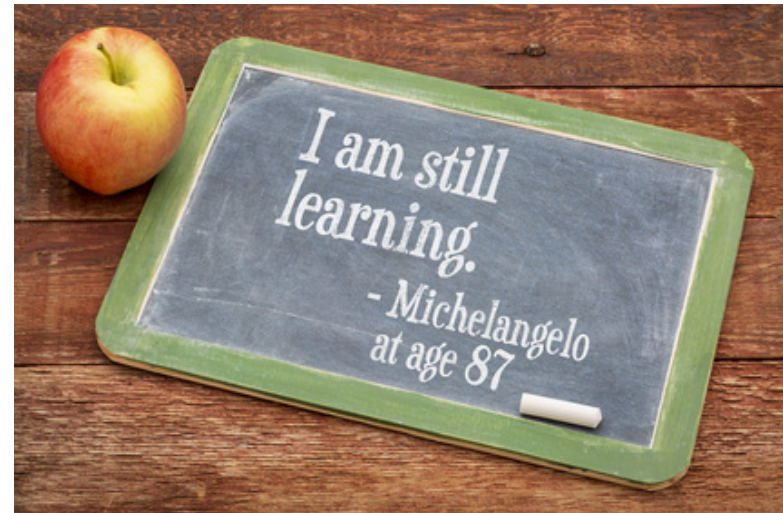


- To 'co-create an evaluation process that is effective in the most meaningful way and ultimately creates better practice'  
So need to spend time defining what is being reviewed
- To appreciate the full context in which the process takes place, and the audiences to the process
- To create a positive and appreciative context
- To generate interesting and helpful articles that are inspirational and knowledge sharing – concrete stories of the positive effects of the review on participants (alongside, instead of, or incorporated into – official reports)



# Points for Developing an Appreciative Review

- Evaluation is about learning. So needs to be ....
- 'Used intentionally by intentional users'



# + How?

## Appreciative Auditing

- The starting point is to look for the best practice: the successful moments during which the desired result was achieved.
- Appreciative Discovery Interviews
- Appreciative Report Writing!

Annet Van De Wetering 2010



# + Seeing the difference

## Traditional Auditing

- Focus on procedures and norms
- Focus on the the objective standards, without a great deal of consideration for those involved
- Focus on what is not going well
- Can come across as pedantic (policing)
- More focus on incidents
- 'Yes, but..'

## Appreciative and Explorative Auditing

- Focus on improvement
- Focus on appreciation inspires those involved
- Focus on what goes well (best practice)
- Reflective
- More focus on coherence
- 'Yes, and...'

# + Seeing the difference



## Traditional problem solving

- Problem
- What is not wanted
- Analysis
  - Root causes of failure
  - Weaknesses and problem areas
  - Breakdowns and low points
  - Negative deviation from the norm
- Tools: surveys, assessments, data analysis
- What went wrong, why and who is to blame
- A list of possible solutions based on what does not work
- Fix the problem, return to status quo

## Appreciative Innovation

- Opportunity
- What is wanted
- Analysis
  - Root causes of success
  - Strengths and best practices
  - Breakthroughs and high points
  - Positive deviation from the norm
- Tools: appreciative interviews, reframing, best practice stories and studies
- What works, why and who is to celebrate and learn from
- A list of possible solutions based on what does work, and a collective vision of an ideal future
- Create a new innovative possibility that far exceeds the problem



# Dealing with non-compliance

## Procedure runs smoothly

- If the procedure runs smoothly, continue by asking about the good, successful moments and the individual contribution
- Give us an example of when the procedure ran smoothly
  - What went well?
  - Why was that?
  - How could you make sure the procedure continues to run smoothly (securing it)
  - What can you learn from this, what makes it run smoothly and could this possibly be applied to other procedures which are followed less successfully?

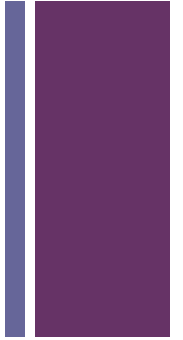
## Procedure does not run smoothly

- If the procedure does not run smoothly yet, continue by asking about how this could be improved and the individual contribution
- You indicate that the organization does not yet operate in accordance with the procedure
  - What would you gain if the procedure were followed?
  - What would be small step in order to improve this situation?
  - Suppose you come to work tomorrow and everything goes exactly according to procedure...
  - Describe what this situation would be like. What would you do differently to what you do now?





# Applying to our Context and our Challenges: The Peer Review Process



- Plan so far
  - Core project team – overview, coordination, evaluation
  - Training event plus creation of peer review process(over two consecutive days)
  - Identification of peer reviewers
  - Training of peer reviewers Peer reviews (0.5 day)
  - Support/review events for peer reviewers (3,6,9 months)
  - Final review and evaluation (12 months)
- What's needed
  - Interested parties – to be reviewers, to be reviewed in this way