

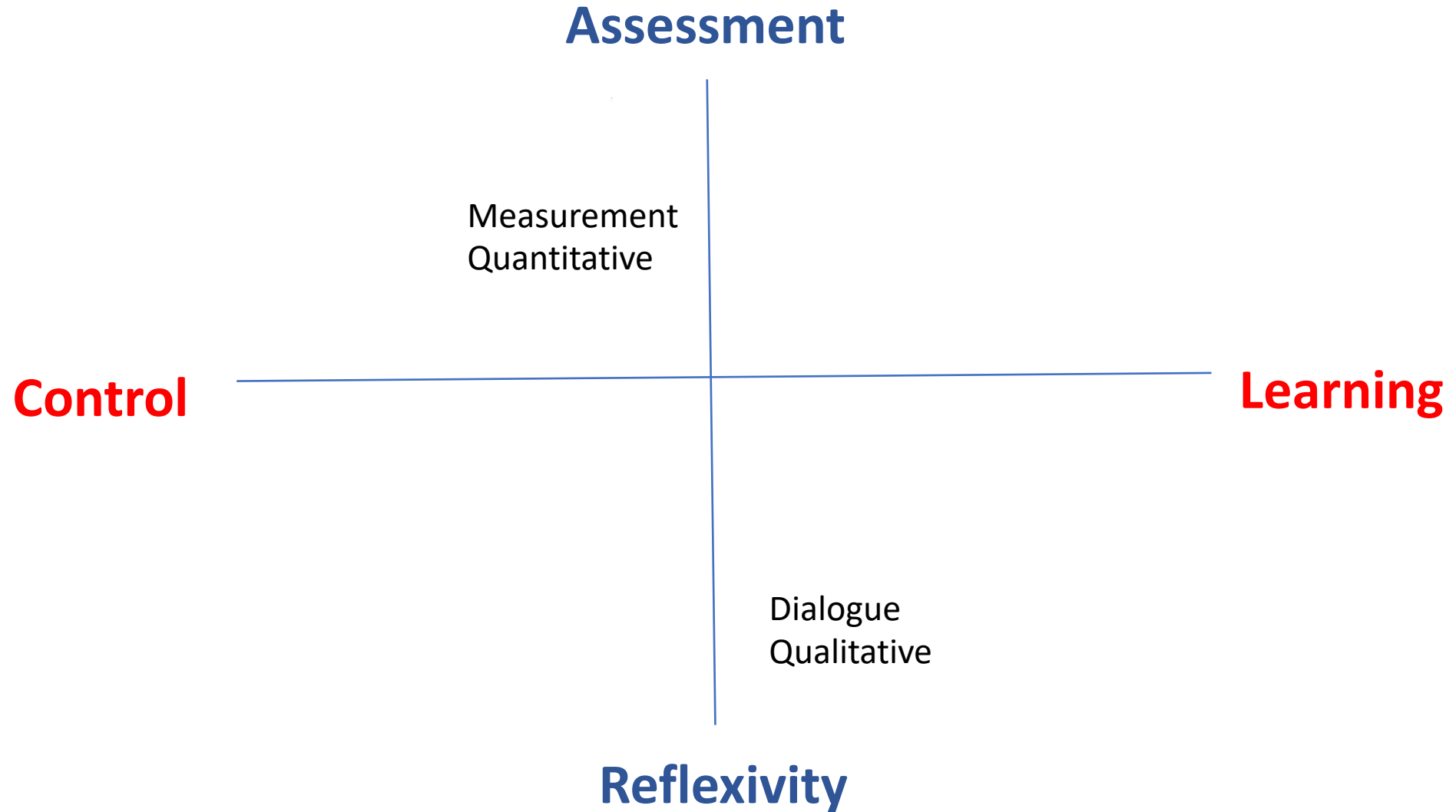


Creating our Peer Review Process

This morning

- The many different purposes of review/assessment processes. Where does our proposed positive peer review fit?
- Understanding Systemic appreciative reviewing
- A 'starter for 10' model for conducting an appreciative review
- Many questions! Much discussion

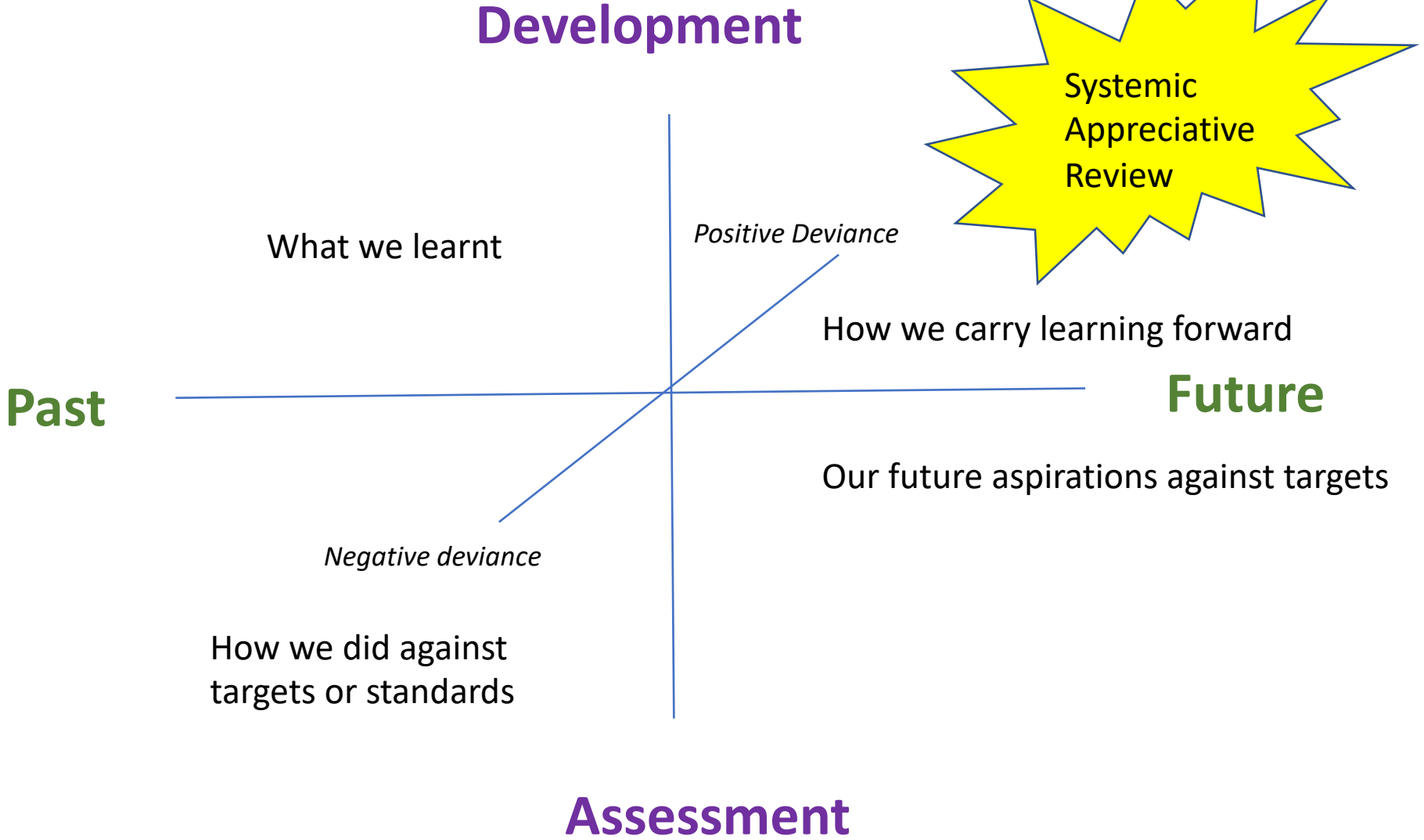
Possible purposes of review processes



Reflexivity

- Someone being able to examine his or her own feelings, reactions, and motives (reasons for acting) and how these influence what he or she does or thinks in a situation
- Circular relationships of cause and effect
- Curiosity about yourself
- Recognising the knower's relationship to the knowledge being observed, learnt or created

Possible Focus of Review Processes



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 ‘doing to’

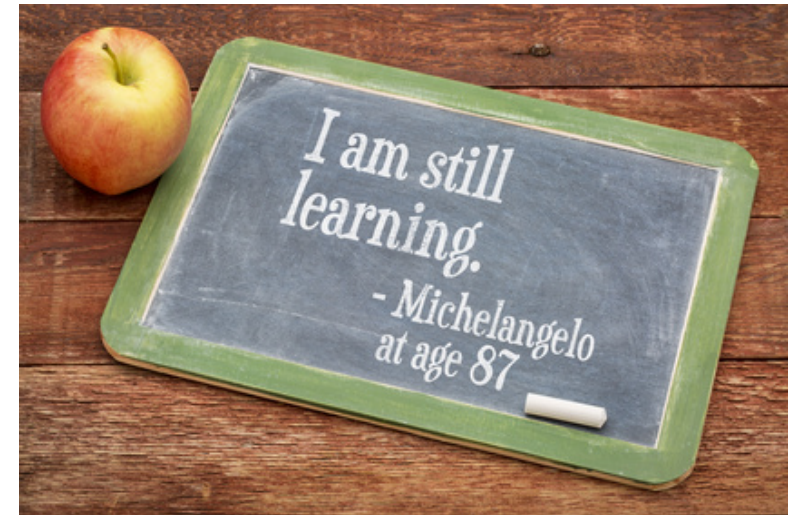
Outcomes are ‘**locally generated truths for that time and context**’ e.g. evaluation as a work in progress

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'
- Those reviewing their practice are the primary audience for the activity: the data generated is for their use and learning
- This is situated learning
- The most important thing is that those reviewing their practice find the activity meaningful impactful and useful



Appreciative Peer Review: General

- Team have ownership of the 'affirmative topic' and are responsible for the follow up
- Emphasis on sharing, and learning from, and being inspired by, positive stories
- Always listening, and helping them listen, for the resources (qualities, skills, expertise, strengths) they bring
- Feeding in reviewers' observations: gossiping in the presence of (an alternative to giving direct reflections for advice)

Appreciative Peer Review

- Discovery –
 - To agree on the affirmative topic (the question we will work with)
 - Imagine we are at the end of this session and it has been extremely helpful. What has happened, what would make you feel content?
 - What can we do for you for the next hour and a half?
 - To ask positive discovery questions about the affirmative topic
 - Can you share a story about a situation you had a good experience with?
 - Who was involved?
 - How did you contribute?
 - Which of your qualities and skills did you use?
 - Listening to your own story, what can you conclude?
 - If you were to start to formulate a way forward, what might it be?

Dreaming: concrete images of the future

- If all the factors for success that you just listed were completely realised by ... What would that look like?
- How did you get there? What were your contributions?
- What is a metaphor for that situation that comes to mind?
- If you could make a movie of that situation, what would it be called?
- If a newspaper were to interview you this time next year, what story would you want to tell?
- How could you summarise your success in one sentence for the interviewer?

Designing

- Who could help you realise the ideal situation?
- And who else?
- Who haven't you considered yet?
- How will you approach these people?
- Which other communication tools could you use?
- What can others do for you?

Destiny

- What is your first step?
- Who can help you take this first step?
- What will people say to you after you've taken this step?
- On a scale of one to ten, how much confidence do you have that this will work? And why? How could you raise that number? Who can help you with that?

Evaluation

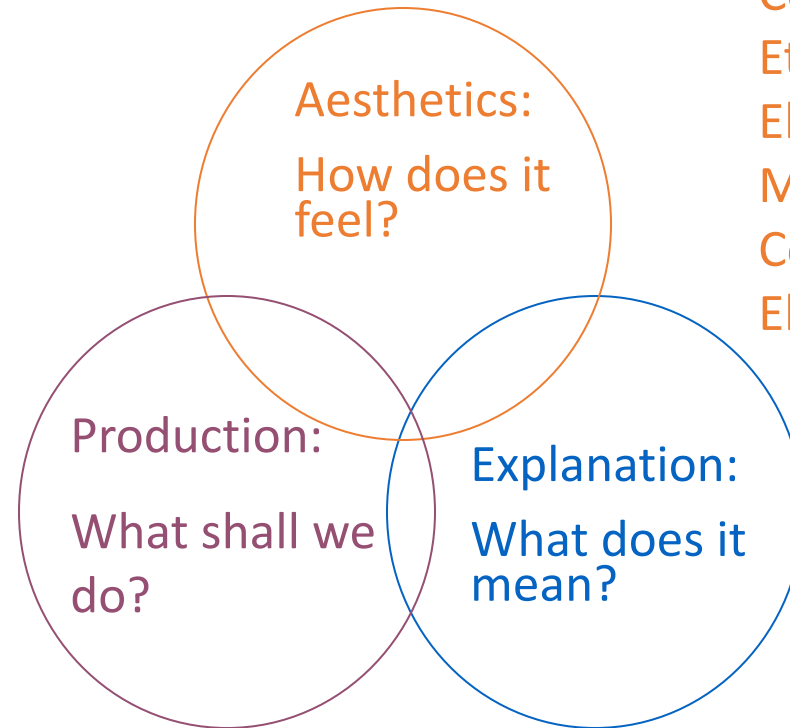
- What did you get out of this meeting?
- What is the most important thing you learnt today?
- Has another question arisen during our session?
- What has helped you?
- What else could we have added, did you miss anything?
- What could we have done differently?

Recording

- Someone to capture positive core in the stories

Domains of Conversation

Convergent
Structure and order
Purpose, obligation, entitlement
Adviser
Strategy
Modernist mind set of certainty
Acting 'as if' know exactly what is going on



Sensitivity and sensibility
Both/and - coherence
Considerations of fit
Ethics
Elegance, beauty and form
Make judgements
Consider purpose
Eloquence

Divergent
Move around the system
Creative hypotheses
Be curious
Refrain from advice
Connecting fragments
Metaphors

What more do we need?

- What artefacts, tools or other supports do we need to be able to conduct an appreciative peer review with our colleagues?
- How can we ensure a record of key or important information is captured for the team we are supporting to review their practice?
- What might we want to negotiate with them about other uses for the information generated?

How can we explain to the team about this type of review?

- In groups, think about how you would explain this review process to the team that wants to review their practice
- What key points might you want to get across?
- What's in it for them? What benefit do they stand to derive from the process?
- What might they need to hear to feel they can engage fully and openly in the process?

Before and After

- What might we need to discuss or agree before the review takes place?
- How would we, if at all, offer support after the review event?
- What other questions do we need to discuss?