

Harnessing appreciative inquiry

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Harnessing Appreciative Inquiry

The power of Generative Mindsets in
Leadership and Development

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Advanced Practitioner



During this session



Brief recap of Appreciative Inquiry



Personal story of transformational change




Appreciating Health and Care- Case studies



Spreading Appreciative Inquiry



Any questions



So, what is
Appreciative
Inquiry?

Appreciative Inquiry

Asset Based



THE PRINCIPLES OF APPRECIATIVE INQUIRY

THE 5 PRINCIPLES OF APPRECIATIVE INQUIRY



POSITIVE
Positive questions
enact positive change



CONSTRUCTIONIST
Words create
worlds



POETIC
Life is expressed
through story



SIMULTANEITY
Inquiry creates
change



ANTICIPATORY
Imagination drives
action



PositivePsychology.com

Essentially it is...



Viewing our systems and people as a wealth of possibility, not a web of problems to be fixed



Appreciating what we already have and using this to drive positive change



Shifting our focus from deficit to asset based approaches



Creating positive learning environments where we can all thrive



Working together from a heart set and a mindset that is geared towards appreciation and growth

A personal journey...





Some case
studies...

Creating a national network using Appreciative Inquiry~ Claire Cox

Feeling isolated and unsure about how to roll out PSIRF in her Trust

Questioned what was required to help her to feel more connected

Used the 5D cycle to create a vision of a successful network

Started small and organically grew

Over 1000 members and over 10,000 resources uploaded

Over 100 people join a network call every week

One person, asking one question has led to a safe space for over a thousand people

Anyone can be the catalyst for creating a new culture

Re~energising a network of leaders using Appreciative Inquiry~ Chris Jackson



Network of NHS Leaders which had lost its way after 10 years



Network convener had lost enthusiasm for bringing the network back together



Attended Appreciative Inquiry training and was inspired to use a SOAR tool with the group



Asked questions as to the purpose of the network and what they wanted to achieve together



During Covid, revisited the SOAR to understand how the group could work to amplify each others lessons



Held Appreciatively framed 'learning from experience' sessions to share best practice and things that had gone well for each Trust



Network is still operating in its reinvigorated form 5 years later, despite shifts in membership



Powerful questioning has led to a thriving network with an embedded culture of learning

Bringing teams together using Appreciative Inquiry~ Andrea McGuinness

Worked at Aqua, who were commissioned to support teams from two organisations who needed to work together to deliver a service

Both teams were feeling concerned about how to work together and create a culture that worked for everyone

Sessions were held to engage in generative conversations, using appreciative inquiry techniques to reframe concerns into opportunities

This created a supportive rather than defensive environment

A small intervention, a little change in language, made a huge difference to working relationships

Sustainable culture shifts and organisational redesign using Appreciative Inquiry~ Amanda Gray



Vanguard fast-follower Primary Care Network (PCN)



3 practices which temporarily merged during Covid, creating single streams for patients and staff when telephoning, prescribing and referring



Rapid response to Covid pressures had been done with a growth focused mindset and realised that the work had propelled their organisational redesign plans forwards by 18 months



Used a SOAR as separate practices, and then together, to reflect on strengths and the cultural norms they wanted to create



Used team journalling to create a shared generative narrative of the new practice- used this to create a monthly newsletter filled with the bright moments from the month



Using Appreciative Inquiry in a time of darkness and pressure has led to an improved experience for patients and staff, pride in the service provided and joy in work

Spreading Appreciative Inquiry

- Caringcorner2.wordpress.com
- <https://open.spotify.com/show/25zrAy4mKTZoyOmSsCclPu>
- [Appreciative Inquiry in Health and Care - Q Community](#)
- [Appreciating People - Experts in positive organisational development](#)
- [Organisational development - Appreciating People, 0151 427 1146](#)
- [Home | Learning from Excellence](#)
- [Conversations Worth Having](#)



Thank you for
listening, Any
questions?

The role and boundaries of OD in building compassionate organisations

Beth Hill, Head of ICS
Leadership Talent and OD, NHS
England

Melanie Gregory
Programme Manager EDI & OD
NHS England London Region



England

Cultivating compassion: Building a thriving workplace

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NHS England London Region

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Why do we need compassion at work?

Increased suffering in the workplace

- Increased workload / overwhelm and burnout /focus on task
- Moral distress
- Bullying, Harassment, Discrimination
- Conflict
- Change fatigue
- Disrespectful interactions
- Absence of psychological safety
- Little autonomy / control over work
- Increasing disconnection from each other and organisational purpose
- Judgement / punishment/ blaming



What is compassion?

FOUR ELEMENTS OF COMPASSION

1. Paying attention – noticing that suffering is present
2. Sense making of the suffering
3. Empathetic concern
4. Taking action to help

EMPATHY AND ACTION

Healing starts with
compassion



What is the difference?



Kindness - Voluntary and Proactively support another's flourishing



Happiness – personal sense of well being



Gratitude - Feeling and expressing appreciation for a life experience



Sympathy – An expression of understanding and care for someone else's suffering

Evidence shows us that compassionate leadership results in



Better staff wellbeing and commitment



Improved care quality



Increased retention



Increased creativity / innovation



Increased learning



Increased collaboration



Increases staff engagement



More adaptable to change / flexibility



Elevate our compassion as OD Practitioners

Time to think – the thinking environment Nancy Kline

THE TEN COMPONENTS

Attention

Equality

Ease

Appreciation

Encouragement

Feelings

Information

Diversity

Incisive Questions

Place

Activity

- Think of an issue you have been puzzling with or an unresolved problem
- Find a thinking partner
- Talk for 10 minutes each
- Reflect together about what you noticed.



Time 25 mins