

Welcome to Appreciative Inquiry & Learning From Excellence

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Appreciation, Civility, Compassion, Excellence

Gemma Crossingham & Suzanne Quinney

[@AppreciatingP](#) [@lfeplymouth](#) [@LfEcommunity](#)

appreciatingpeople.co.uk/



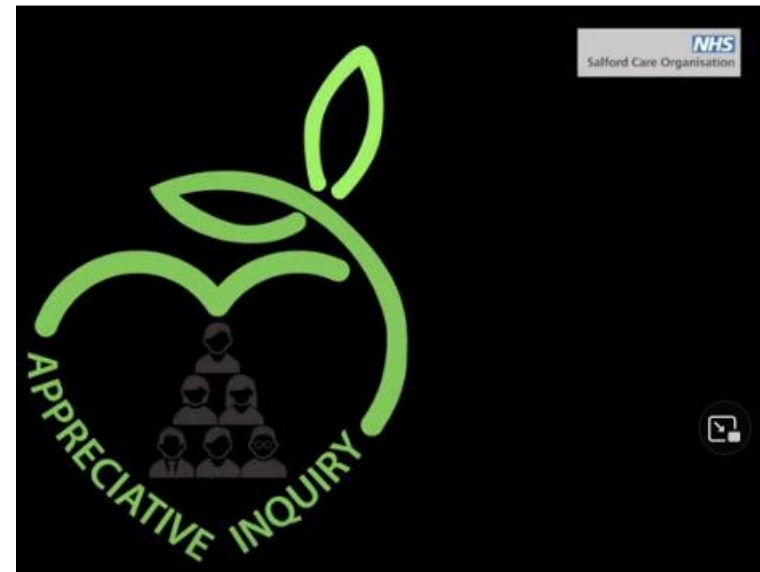
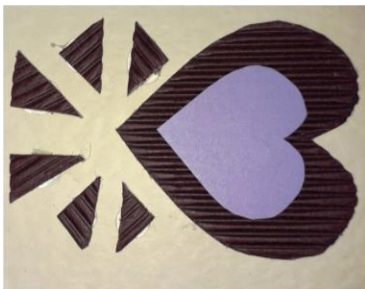
appreciatingpeople.co.uk



Appreciative Inquiry

- ★ **‘Appreciative’** comes from the idea that when something increases in value, it ‘appreciates’
- ★ **‘Inquiry’** describes the process of seeking to understand through questions, and the value of paying attention to processes and people.

Combining heart & mind at work





Appreciative Inquiry

is the cooperative search for the best in people, their organizations, and the world around them.

It involves systematic discovery of what gives a system 'life' when it is most effective and capable in economic, ecological, and human terms....

.....the art and practice of asking questions that strengthen a system & its positive potential

‘how to recognise the humility of the approach’

Deficit-Based Thinking	Strength-Based Thinking
Focus on what's broken	Focus on what's working
How can we fix this?	How can we build upon this?
Externally driven	Internally driven
Reliance on Expert knowledge	Reliance on personal strengths
Overcoming weaknesses	Emphasising possibilities
Highlight past failures	Highlight past successes
What interventions might we use to correct deficits?	What strengths might a person use to overcome obstacles?

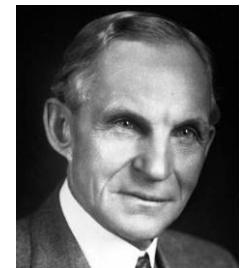
Benefits of Positivity



THE MIND

- Changes how your mind works
- Literally expands your range of vision
- Increases creativity, motivation & energy

Whether you think you can or can't, you are right.
- Henry Ford



being positive & appreciative..

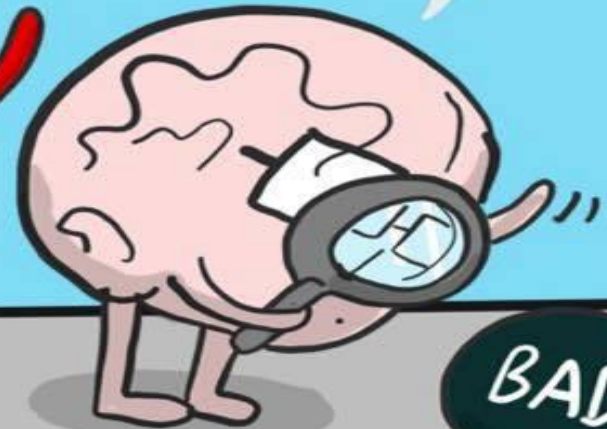
- Counters our negative bias
- Achieves a desirable positivity ratio

Supports improved individual and team performance & morale.

Start with what's strong, not what's wrong

Brain,
LOOK!

Not NOW!
Can't you see
I'm BUSY?!



© theAwkwardYeti

Joy

Gratitude

Serenity

Interest

Hope

Pride

Amusement

Inspiration

Awe

Raising Positivity

CULTIVATE GRATITUDE



Gratitude journal –3 new items each night

Appreciate the ordinary

**send Gratitude notes/emails
and contribute to LfE/GREATix**

**Gratitude produced the most purely joyful moments that have been best known to man.
- G.K. Chesterton**

“The beholder’s share”

the part of the appreciative experience unique to the beholder

- originally used to describe the viewer’s experience of a work of art
- – at least half of the viewer’s experience comes from the viewer themselves – the beholder

<https://learningfromexcellence.com/the-beholders-share/>

Offering (Paying) Attention

Both tenderness and attention share a root in the Latin verb tendere, meaning to stretch, extend, as we do when reaching toward another, acknowledging possible reciprocity rather than grasping for an inanimate object.

Catherine Bush emergencemagazine.org/essay/invasives/

When 'Heart Intelligence' meets 'Conversational Intelligence'

- Conversations are not what they seem.
- They are part of incredible energetic interactions that impact our neurochemistry.
- They activate powerful systems & networks in our brain and heart that “read” the energy, and enable us to engage with others as friend not foe
- — and all in .07 seconds.

Judith E. Glaser 2016

“Picture heart intelligence as the flow of awareness,
understanding and intuition.....

.....when the mind & emotions are brought into
alignment with the heart...”

Doc Childre, *Heart Intelligence: Connecting with the Intuitive Guidance of
the Heart*

*Gratitude is when memory is stored in the heart and
not the mind.” —Lionel Hampton*

Positive Core –





**Focus on what
works**



**Generate
conversation**



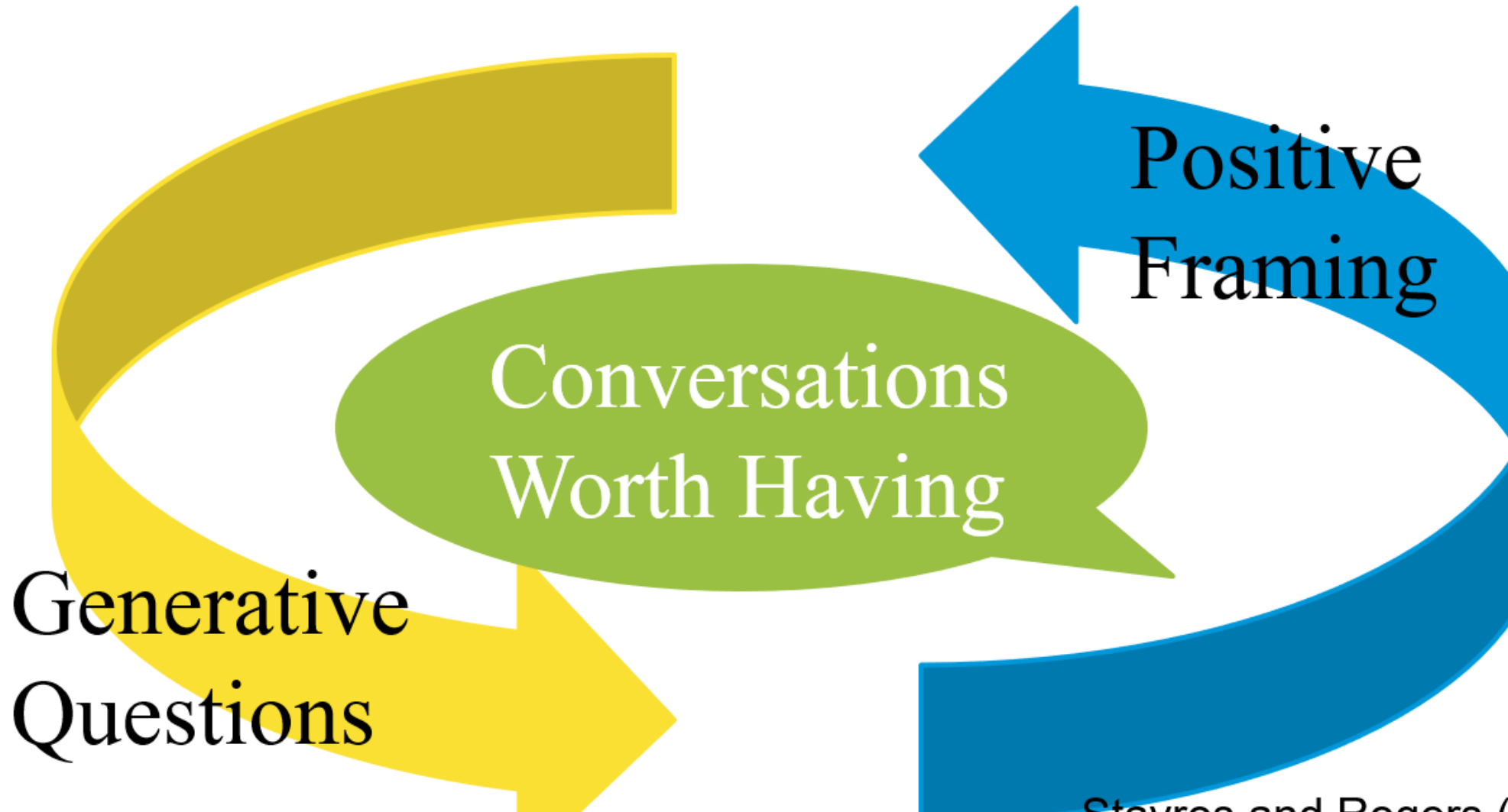
**Learn and
share**



Nature of Conversation	Inquiry Based	Statement Based
Appreciative (Adds Value) Depreciative (Devalues)	Conversations Worth Having	Affirmative Conversations
	Critical Conversations	Destructive Conversations

www.conversationsworthhaving.today/

Conversations Worth Having – by Stavros & Torres



**"Our key to transforming anything lies in our ability to
reframe it."**

Marianne Williamson

REFRAMING: CHOOSING TO SEE THINGS DIFFERENTLY

Reframing

Change Your Words , Change Your World

rather than focusing on 'improving poor results', let's discuss 'outstanding delivery' and 'delivering excellent service'.

Rather than seeking to understand the causes of 'low staff morale', let's talk about what leads to 'hope, joy and inspiration'.

Appreciating our Assets

Reframing the obvious to the Positive – or even ‘provocative’

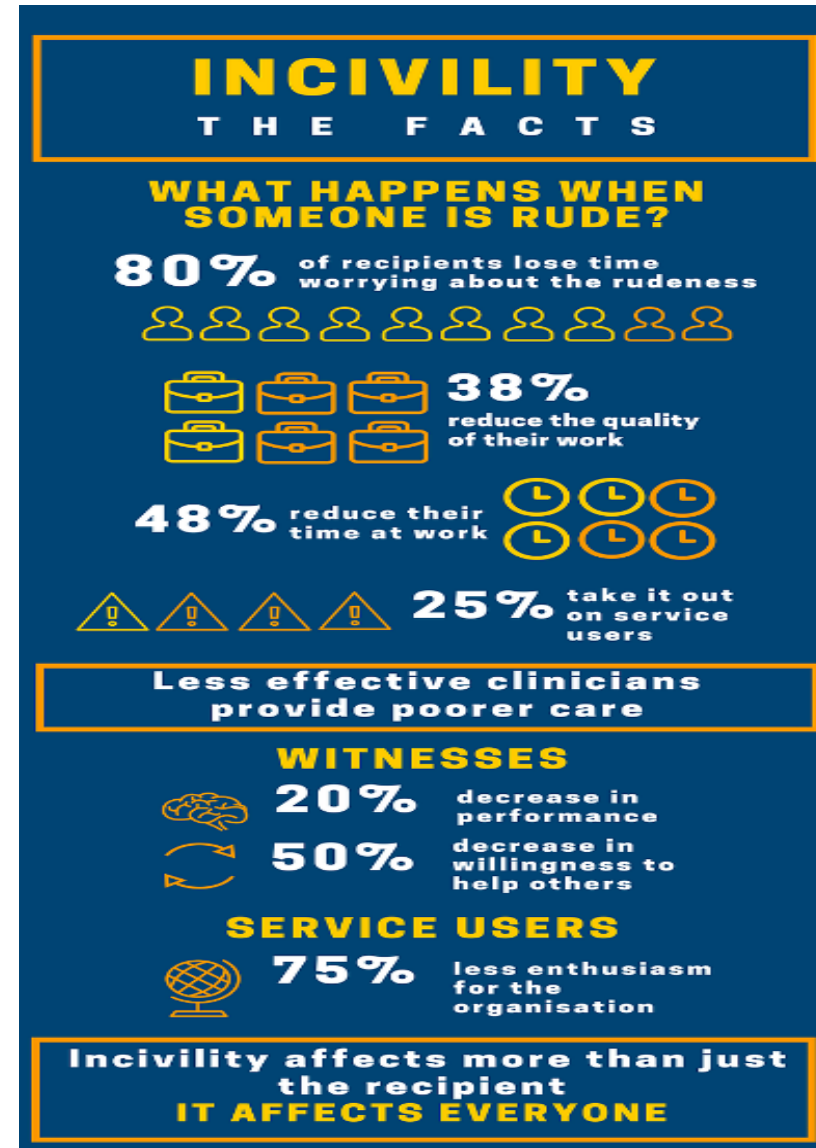
1. **Ineffective leadership**
2. **Poor team working**
3. **Lack of trust**
4. **Never events**
5. **Root Cause analysis**

1. **Effective leadership -- inspiring leadership**
2. **Great team working -- exceptional team working -- pulling together**
3. **Trusting each other --- great partnerships**
4. **Always Events**
5. **Right Cause analysis (Walsall)**

Civility Saves Lives

How are we Inviting and fostering Civility
with our questions
– Chris Turner

www.civilitysaveslives.com/copy-of-blog



People were able to turn...

- **Fear to courage**
 - **Detached to emotionful**
 - **Furious to curious**
 - **Dogmatic to consider other perspectives**
 - **Conflictual to collaborative**
 - **Resolute to compromise**
 - **Disregard to celebrate**
- **<http://myhomelife.uws.ac.uk/scotland/resources/>**



GLOBAL CO-OPERATION

House

home of raja yoga meditation

ORIGINAL GOODNESS

Fact or Fiction?

From Safety I to Safety II

Safety management should move from ensuring that 'as few things as possible go wrong'

to ensuring that 'as many things as possible go right'.

Safety-II - the system's ability to succeed under varying conditions.

Erik Hollnagel et al 2015 p18

This is our
organisation...

What's this
then!??



Creating a culture for improvement

Safety I

Condition where the number of adverse outcomes is as low as possible

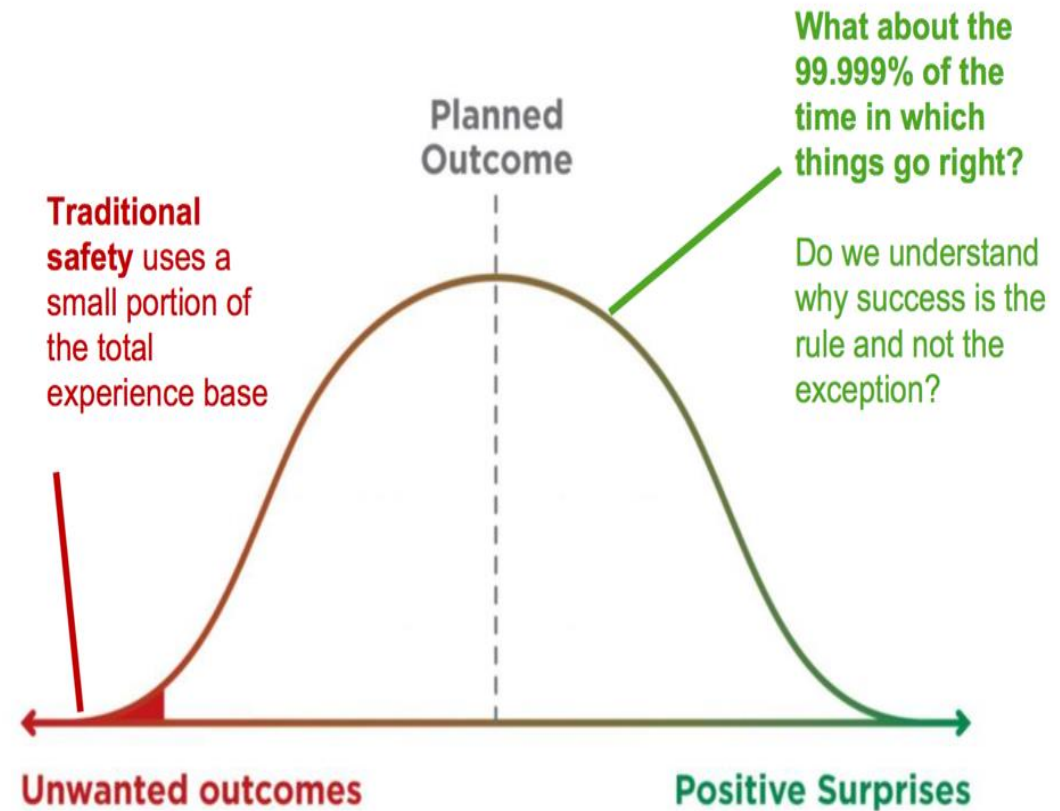
Safety II

Condition where as much as possible goes right

&



From Safety-I to Safety-II: A White Paper, Hollnagel et al, (2015)



Learning from Excellence

Excellence is highly prevalent, but there is no formal system to capture it. How can we share more about things that are working well?

LfE has 2 interdependent aims:

- 1.To learn from (and share) what is working well in our organisations.
- 2.To provide positive feedback to staff.....build morale

q.health.org.uk/blog-post/learning-from-excellence-the-transformational-power-of-praise/

learningfromexcellence.com/resources-and-evidence/resources/

How do we do this?

Understand the system to know
what goes on 'inside it'

Consider the dynamic
properties of healthcare and
the way in which it is constantly
changing and its
unpredictability

Study how people are able to
succeed within complex
adaptive systems and constantly
changing dynamics

Study the mundane, the
ordinary and make visible the
invisible – 'work as done' rather
than 'work as imagined'

LfE report – patient experience

I am sorry I do not know his surname, he introduced himself and had his name and job role on his scrubs hat. I cannot describe what this man did for me on the day my little boy was born. He could see from the outset that although this was a planned c section, I was absolutely terrified. He had the perfect balance of lightening the mood, to being 100% professional and kept me informed in detail throughout the procedure.

There was a little scare prior to my baby being born that they could not find a heart rate, he was incredible, he stayed in my eyeline, and talked to me calmly throughout, reassuring me, detailing me with anything that was going on.

Although he could see I was clearly upset, he softly spoke to me about getting some help and support following the birth in case i found it played on my mind afterwards. He got a tissue and wiped away the tears rolling down my face and honestly,

I genuinely cannot describe what that man did for me that day. He literally got me and my partner through what was the most memorable day of our lives, but even when things were a little touch and go, he remained calm and worked above and beyond words. Apologies for this taking 6 weeks to write, but it has taken me that long to absorb what happened but this man truly deserves a medal! Words do not describe my gratitude. Thankyou!!! I really hope this finds you well.

2019 NHS Patient Safety Strategy - Safer culture, safer systems, safer patients

“People need to know that the act of keeping patients safe is about having a constantly enquiring mind; noticing what happens every moment of every day; noticing when things go right; noticing when they could go wrong.. ...appreciate how they constantly adapt behaviour and practice to work safely.

Conversations are important. AI & LfE create a more positive culture and provide meaningful positive feedback. Ask people who complete certain tasks every day how they get them done” p44-45

Psychological safety & High performing teams

Google found 2 behaviours are critical for high performance -

- **Equality in conversational turn-taking** – If only one person or a small group spoke out frequently, the collective intelligence of the team decreased.
- **High social sensitivity** – picking up on how others were feeling based on non-verbal cues such as tone of voice or facial expression.

What these two behaviours combined to produce together was the most important of all – **psychological safety**.

Psychological safety

its safe to learn

- ✓ Safe to contribute
- ✓ safe to challenge status quo
- ✓ Everyone feels included

defined as

“a shared belief held by members of a team that the team **is safe** for interpersonal risk taking

Amy Edmondson

Four Quadrants of Psychological Safety

Learner Safety

It's safe to:

- Discover
- Ask questions
- Experiment
- Learn from mistakes
- Look for new opportunities

Challenger Safety

It's safe to:

- Challenge the status quo
- Speak up
- Express ideas
- Identify changes
- Expose problems



Collaborator Safety

It's safe to:

- Engage in an unconstrained way
- Interact with colleagues
- Have mutual access
- Maintain open dialogue
- Foster constructive debate

Inclusion Safety

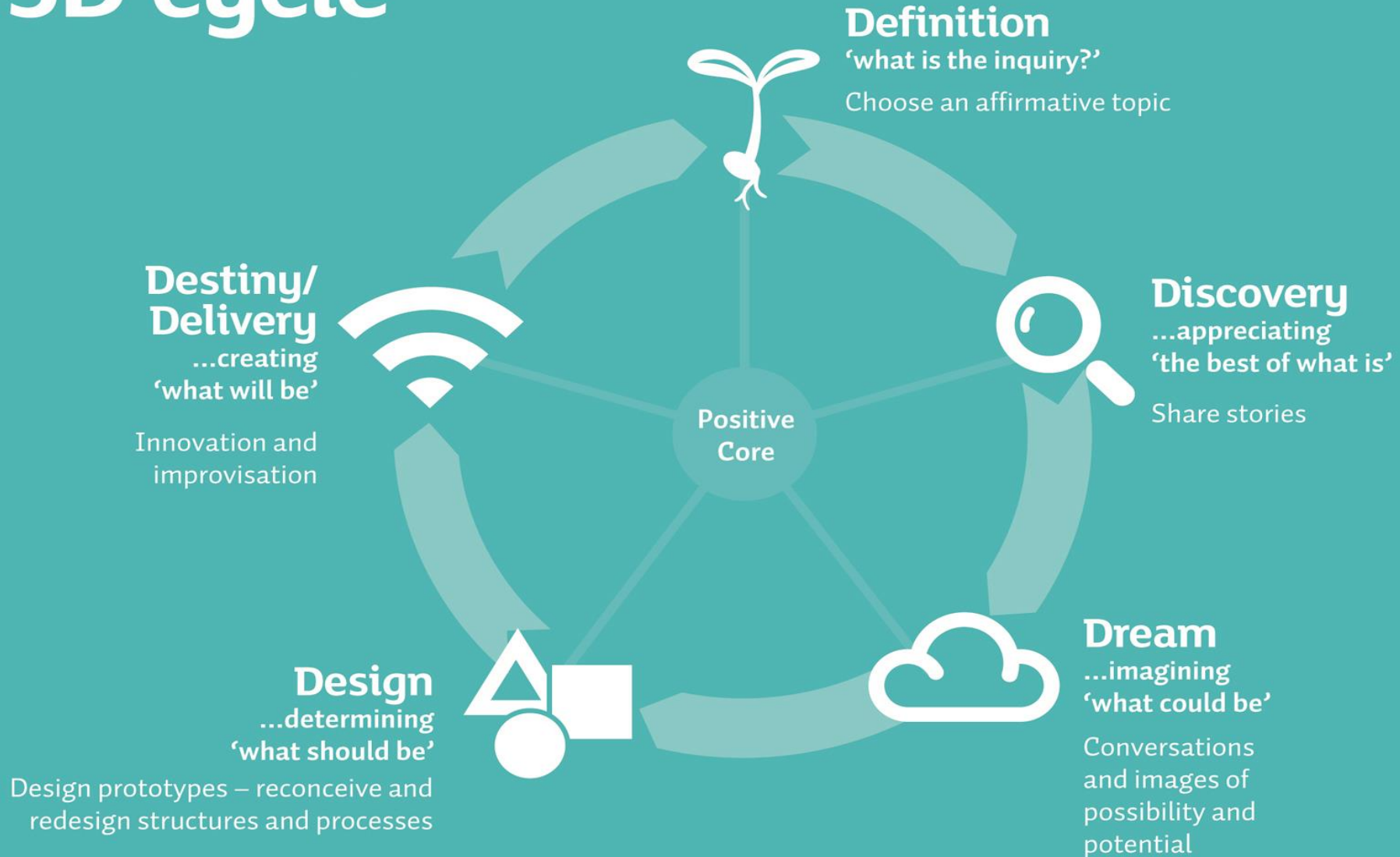
It's safe to:

- Know that you are valued
- Treat all people fairly
- Feel your experience, and ideas matter
- Include others regardless of title/position
- Openly contribute

6 questions to create psychological safety with your team members:

1. What's the thing you see me doing that's helping me best contribute to the team?
2. What's the thing I do that's distracting from our success?
3. What's one thing I need to know about you that will improve our relationship?
4. What's the one thing you need from me that will enable you to be successful?
5. What's one gift, skill or talent you have that I've overlooked, under-valued or under-utilized?
6. What motivates you and how can we bring more of that to your work?

5D cycle



Strengths, Opportunities, Aspirations, Results



SOAR Model Analysis (Appreciative Inquiry)

S

Strengths: *What can we build on?*

- What are we most proud of as an organization?
- What makes us unique?
- What is our proudest achievement in the last year or two?
- How do we use our strengths to get results?
- How do our strengths fit with the realities of the marketplace?
- What do we do or provide that is world class for our customers, our industry, and other potential stakeholders?

Aspirations: *What do we care deeply about?*

- *When we explore our values and aspirations, "what are we deeply passionate about?"*
- *Reflecting on our Strengths and Opportunities conversations, who are we, who should we become, and where should we go in the future?*
- *What is our most compelling aspiration?*
- *What strategic initiatives (projects, programs and processes) would support our aspirations?*

A

Opportunities: *What are our stakeholders asking for?*

- How do we make sense of opportunities provided by the external forces and trends?
- What are the top three opportunities on which we should focus our efforts?
- How can we best meet the needs of our stakeholders?
- Who are possible new customers?
- How can we distinctively differentiate ourselves from existing or potential competitors?
- What are possible new markets, products, services or processes?
- How can we reframe challenges to be seen as exciting opportunities?
- What new skills do we need to move forward?

Results: *How do we know we are succeeding?*

- Considering our Strengths, Opportunities, and Aspirations, what meaningful measures would indicate that we are on track to achieving our goals?
- What are 3 to 5 indicators that would create a scorecard that addresses a triple bottom line of profit, people, and planet?
- What resources are needed to implement vital projects?
- What are the best rewards to support those who achieve our goals?

R

STRENGTHS

QUESTIONS

- ✧ What is good about the current way we do things?
- ✧ What do we focus most on?
- ✧ What feelings do you get when you think about it?
- ✧ What do you value about the way we do things?

OPPORTUNITIES

QUESTIONS

- ✧ How do we contact each other and communicate?
- ✧ What systems & structures do we have in place?
- ✧ If we had a magic wand what would you want to see happen?



REVIEWING OUR INVOLVEMENT PROCESSES AT CWP AN APPRECIATIVE INQUIRY APPROACH.

QUESTIONS

- ✧ What excites you about doing this review?
- ✧ What would we like to see involvement look like in 2 years time?
- ✧ How will you know we have a good process for people?

ASPIRATIONS

QUESTIONS

- ✧ Imagine you wake up tomorrow and we have THE BEST INVOLVEMENT process ever - What would it look like?
- ✧ Can you describe ways we could achieve this?
- ✧ What's THE most important thing you want to see?

RESULTS/RESOURCES

APPRECIATIVE INQUIRY SOAR

- Create a list of the most important opportunities available out there.
- What opportunities are there to use Your knowledge & skills?
- Who could You talk to help you?
- What would be the most exciting & challenging opp to consider?

② OPPORTUNITIES

- What R Your most important strengths?
- What do your friends, family, colleagues think U R good at?
- What do you enjoy & value about what you do?
- What R UR core values?
- What special skills do you have?

① STRENGTHS



③ ASPIRATIONS

- What R the aspirations You have already met?
- What R You Passionate about?
- What excites you about life & work?
- What do You want to achieve or do more of?
- What would it look like if You had already achieved it?

- Who could help you?
- What resources do You need?
- What R Your 1st 2 things to do?
- How will You measure ur success?
- How can You celebrate Your achievements?

④ RESULTS / RESOURCES

PERSONAL DEVELOPMENT
SOAR ~ ref AI QUESTIONS:
www.aiessentials.co.uk

LfE report – return to work

C has been very supportive during some difficult times in my personal life from a major health issue and bereavement .

Since being in the department C has encouraged personal devt and has encouraged those wishing to progress their careers.

Has been proactive in educating the team and progressed communication in a clear empathetic manner.

Nothing has been to much trouble and my issues have been dealt with in a kind caring and professional manner

As a result I have on both occasions been able to return to work that I've enjoyed over the years. I was made to feel part of the team even though reasonable adjustments had to be made. I was no longer able to participate in theatre work due to not being able to stand for long periods of time.

C is a good role model and mentor

Using Learning from Excellence and Quality Improvement Methodology To Improve Handover in Maternity

LfE plymouth poster

15 seconds 30 minutes (15s30m)

- to help anyone identify how they could spend a few extra seconds on a task now which will save someone else 30 minutes or more later on.

In doing so you will reduce frustration and increase joy.

<http://15s30m.co.uk/>



Bradford Teaching Hospitals
NHS Foundation Trust

In essence.....Appreciative Inquiry

A problem (dis) solving approach

Creates spaciousness in our busy work lives

Supports emotional intelligence & wellbeing

AI is founded on powerful underlying assumptions:

- **In every situation something works... find it and let it flourish.**
- **What we focus on becomes our reality...
if we focus on possibilities we find possibilities – if we focus on problems we find problems.**
- **The way we ask questions either creates or denies possibilities. So be mindful how we do this.**
- **The language we use creates our reality.**



When you
look for the
GOOD in others,
you DISCOVER
the GOOD within
yourself

-MARTIN WALSH

natural  life
give. love. laugh.

An invitation from Elie Wiesel (1928- 2016):

"In the word question, there is a beautiful word - quest.
I love that word.

We are all partners in a quest.

The essential questions have no answers.

You are my question, and I am yours - and then there is
dialogue.


The moment we have answers, there is no dialogue.

Questions unite people."

“The most exciting breakthroughs of the 21st century will not occur because of technology but because of an expanding concept of what it means to be human.”

[John Naisbitt](#)

Futurist thinker



Whatever you can do, or dream
you can, begin it. Boldness has
genius, power and magic in it.

Johann Wolfgang von Goethe

suggestions

- Access the power of intention
- Set the scene
- Try out generative questions
- Develop your appreciative mindset
- Experiment with 'imagine' Qs

Thank you for your presence
Enjoy putting it into practice.....
For further detail:

learningfromexcellence.com/lfe-conference-posters/

<https://learningfromexcellence.com/bbt/> - podcasts

An #Appreciative Journal & Practical Resource -with appreciative activities to try at home/work appreciatingpeople.co.uk/ai-essentials/reflections-journal/

<https://positivitystrategist.org/appreciative-inquiry/>