



When Traditional Change Gets Stuck: How to use Appreciative Inquiry to move things forward

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Appreciating Change

Today

A taste of AI

Traditional change
and what it's good
for and what it's
not

A different
approach for when
change gets stuck

Case Study

Top Tips and
Takeaways

Our shop and your
discount code

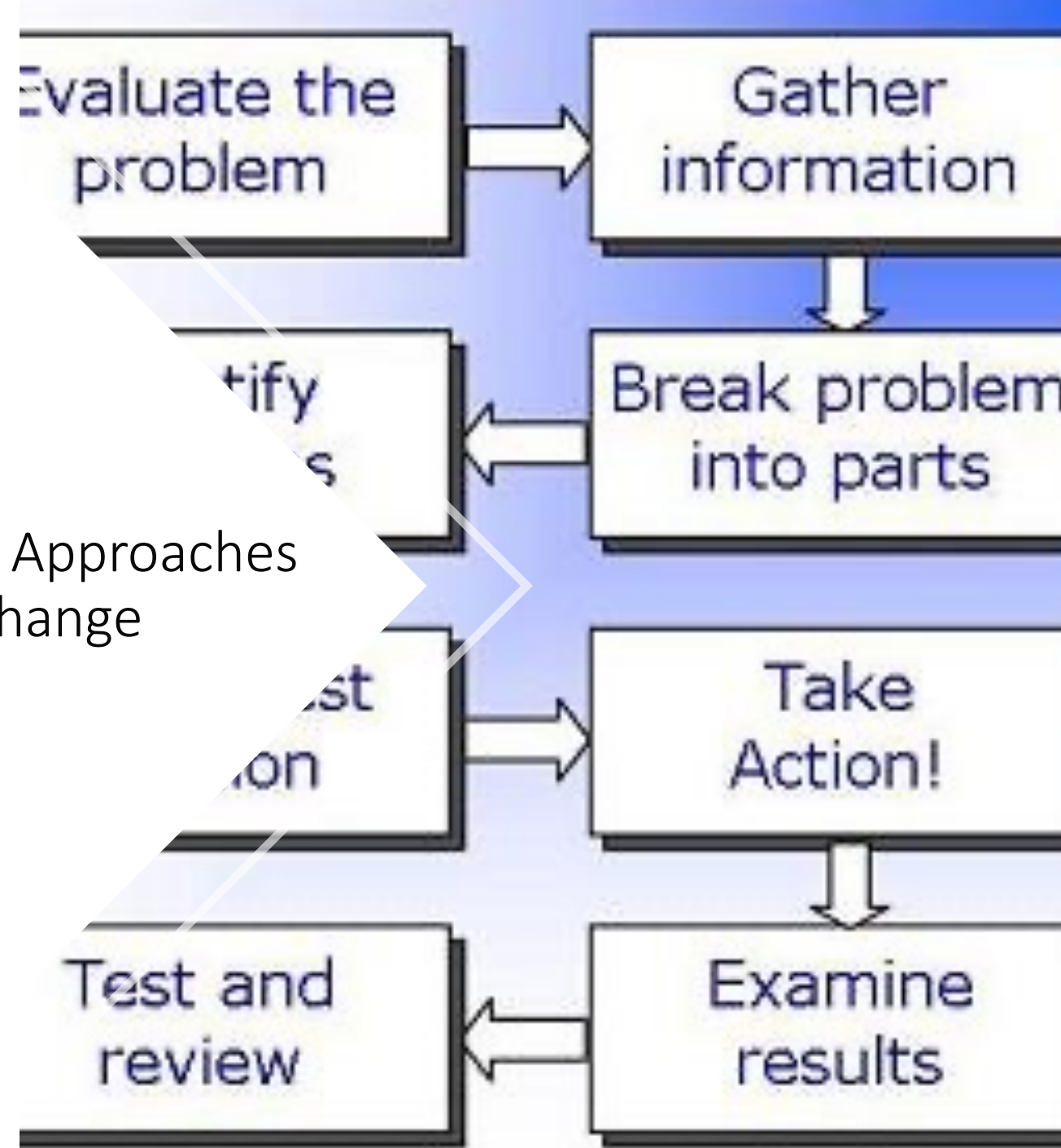
One Good Thing

Pairs, five minutes

- Introduce selves
- Take a moment to identify one good thing that has happened to you, or that you have been part of this week. A highlight moment
- Share with colleague and listen to their story
- Be curious, help each other expand on the story if time, to relive it fully.



Traditional Approaches
to Change



Experiences of planned change processes

Group of four, 5 minutes

- Have you ever felt disempowered during a change implementation process?
- If no, what made it possible for you to feel empowered and proactive?
- If yes, how did you cope or respond?

WHAT CAN HAPPEN DURING PLANNED CHANGE IMPLEMENTATION PROCESSES

- Fall into passivity and reactivity
- Declining motivation and focus
- Lack of focus and direction
- Lack of forward planning
- Disempowerment
 - Demoralisation

People get stuck, teams get stuck, the change implementation gets stuck



A wicked problem is...



A problem that is difficult or impossible to solve because of ***incomplete, contradictory, and changing requirements that are often difficult to recognize***. The use of the term denotes ***resistance to resolution*** rather than 'evil'.



A problem whose ***social complexity*** means that it has no determinable stopping point



Because of ***complex interdependencies***, the effort to solve one aspect of a wicked problem may reveal or create other problems

Change of approach needed for wicked problems

Diagnostic

- Creating detailed plans
- Problem solving
- Directing
- Having Answers
- Monitoring
- Fault finding
- Rigid control of plan breaches

Dialogic

- Creating conditions for change
- Problem setting
- Co-creating
- Having Questions
- Coordinating actions
- Creating Coherence
- Directing their organization's attention
- Nurturing, amplifying small changes in the right direction

Appreciative Inquiry is Good for Wicked Problems Because

It embraces and works with the psychology of the people and their social system

It calls on all human resources, not just the cognitive

Its embraces complexity – seeking only sufficient commonality to make sense and go on

It works with voice and story and change in the psycho-dynamic space



By the time I
got involved

- People were having to re-apply for their jobs
- People were demoralised and demotivated
- HR asked me to design an intervention both for the staff and, separately, for the management
- And, they said, we couldn't use the word 'change'


Supporting Teams through challenging times

The Challenge

Two Hour Workshop

- How help them help their teams
 - Focus on what they could influence not what they couldn't
 - How to energise and motivate their teams – creating pull motivations
- How to continue to offer effective leadership through periods of turbulence
- How to create and maintain a positive work atmosphere in the face of difficulties and challenges
- How to access team resources to help create resilience and optimism





Supporting Teams through challenging times: What we did together

- Thought about and explored what happens to people during change
- The priorities of leadership during change
- The group's stories of leadership and identified their leadership strengths
- How to extend the idea of working with strengths to their teams
- How to maintain morale through the creation and re-creation of positive mood states

A specific example of what happened in the workshop



One team was facing closure



Short time refocussing the definition of the team's objectives and success criteria



What a really great closing down process would look and feel like, and what would she and her team need to be focussing on to make that happen?



Jettisoning old definition of success reduces feelings of failure



Creation of something positive to work towards

Making sense of the forthcoming challenges

Three hours

Three questions

- What will be different?
- How will it impact my work?
- How can I positively affect my experience and that of my colleagues around me?

Changing the Story

The first question 'what will be different?' released an avalanche of stories of bad management

The managers don't tell us what's going on

They are all too busy to talk to us

They aren't doing this change well

Has this always been the case, or is the experience you are describing more recent?



It wasn't like this
when it started

How was it when it
started?

It was very
consultative

What has changed
recently?

- We moved the story away from the managers' personal failings towards the force of circumstance
- This created hope

People left

More
positive

More
accepting

More
assertive

More
proactive

More
choice-ful

More
courageous

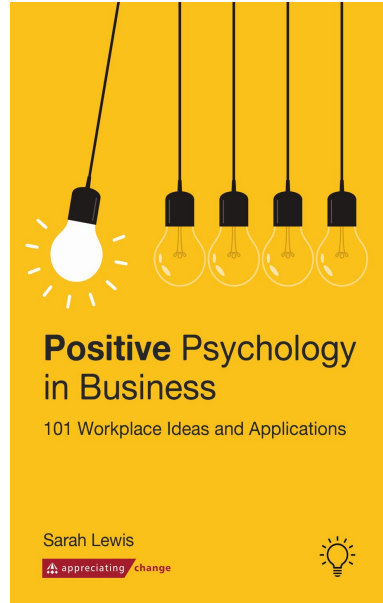
Applied Appreciative Inquiry



- Volunteerism
- Co-creation
- Positivity
- Strengths
- Hope and optimism
- Pro-activity
- Story and Choice
- Amplifying success

Top Tip Take-aways

- Focus on what you can influence and help others do the same
- Attend to the stories being created about change and people
- Create and recreate states of positive affect
- Create, amplify and enlarge a state of hope and choice
- Co-create ideas for the future and ways forward with others
- Start where people are at and move to more productive place
- Use your attention as a resource, re-direct the attention of others
- In these situations, your role as a leader is to ask the questions that will make a difference



Discount code: **NHS15**

Two Weeks > 6th Nov

