

Appreciative Inquiry:
Moving from
Problems...

To Possibilities



Think of a problem you are trying to solve or a challenge you are trying to overcome.





Moving in a Positive Direction

- **Placebo Effect**

In many cases, placebos are as effective as a drug

- **Pygmalion Effect**

The teacher's image is the most powerful predictor of performance

- **Sports Imagery**

Visualization by athletes is often a significant contributor to victory

- **Inner Dialogue**

Our guiding image is the sum of +/- self-talk; healthy people maintain at least 2:1 ratio

- **Rise and Fall of Cultures**

Can predict 25 years ahead based upon the stories the culture tells about itself

- **Affirmative Capability**

The mind doesn't hold "not" so the image stays without the "no"

Changes

NEXT EXIT





Overwhelm

**Competing
Interests**

Paradoxes



Appreciative Inquiry

- Involves the art and practice of asking questions that strengthen a system's capacity to apprehend, anticipate, and heighten positive potential.
- Instead of negation, criticism, and spiraling diagnosis, there is discovery, dream, and design.

David Cooperrider, 1999

JAMA Study

- 70 PCP's in Rochester, NY enrolled in a mindful communication program, which focused on three interventions/tools including Appreciative Inquiry.
- “Appreciative inquiry proposes that analysis and reinforcement of positive experiences are more likely to change behavior in desired directions than an exploration of negative experiences or deficiencies.”
- Results demonstrated short-term and sustained improvements in well-being and attitudes associated with patient-centered care.

(Michael S. Krasner, MD; Ronald M. Epstein, MD; Howard Beckman, MD; Anthony L. Suchman, MD, MA; Benjamin Chapman, PhD; Christopher J. Mooney, MA; Timothy E. Quill, M, 2009)

Ap-pre'ci-ate

1. The act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems
2. To increase in value

***In-quire'** (kwir)*

1. The act of exploration and discovery
2. To ask questions
3. To be open to seeing new potentials and possibilities

Prob-lem (prblm)

1. A question to be considered, solved, or answered
2. A situation, matter, or person that presents perplexity or difficulty
3. A misgiving, objection, or complaint
4. Difficult to deal with or control

Solving

1. The method or process of addressing a problem
2. The answer to or disposition of a problem
3. Payment or satisfaction of a claim or debt
4. The act of separating or breaking up; dissolution

Side by Side

Problem Solving

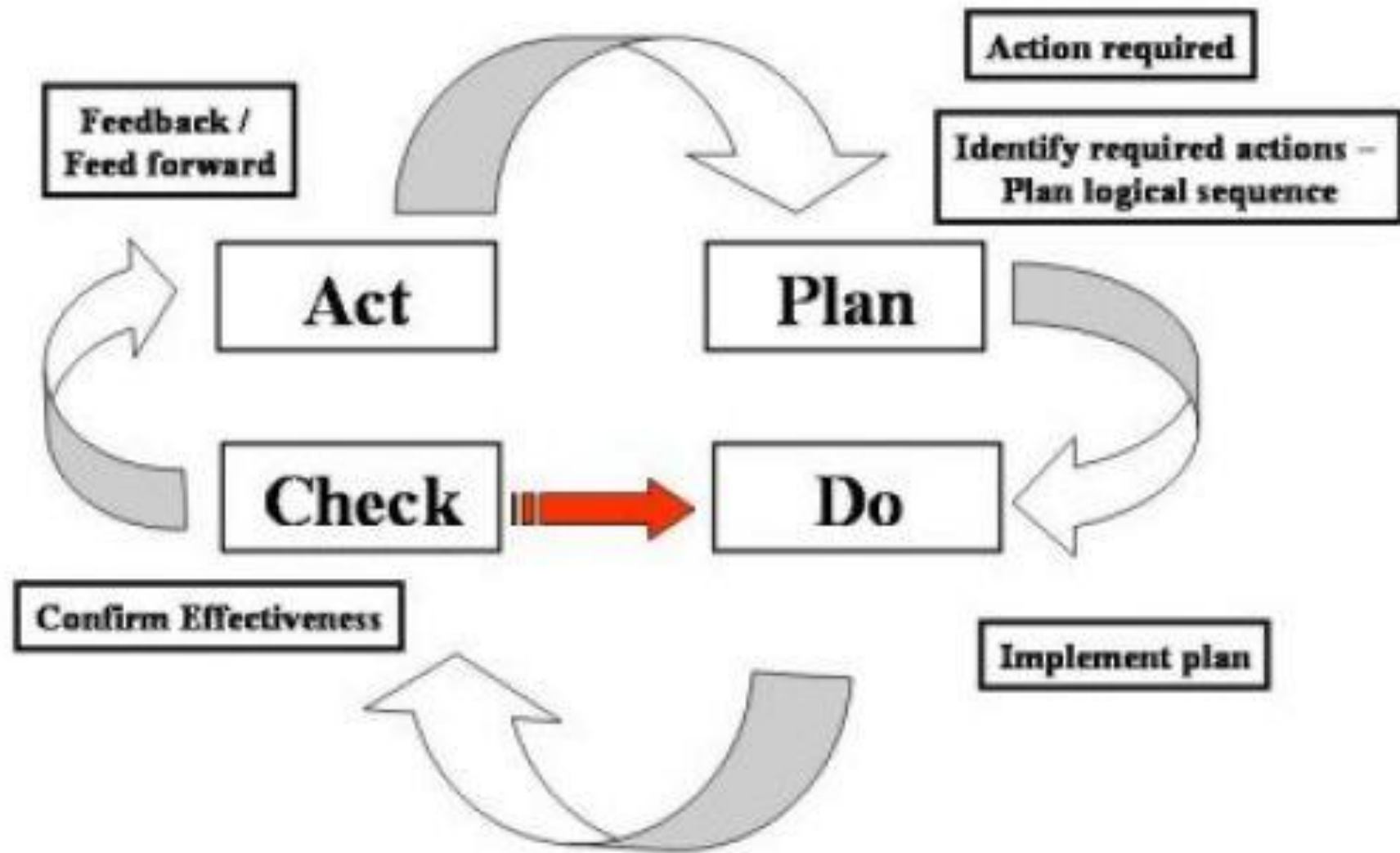
- Identification of problem
- Analysis of causes
- Analysis of possible solutions
- Action planning
- Focuses on the past
- Basic assumption: An organization is a problem to be solved

Appreciative Inquiry

- Appreciating and valuing the best of what is
- Envisioning what might be
- Dialoguing what should be
- Innovating what might be
- Focuses on the future
- Basic Assumption: An organization is a mystery to be embraced



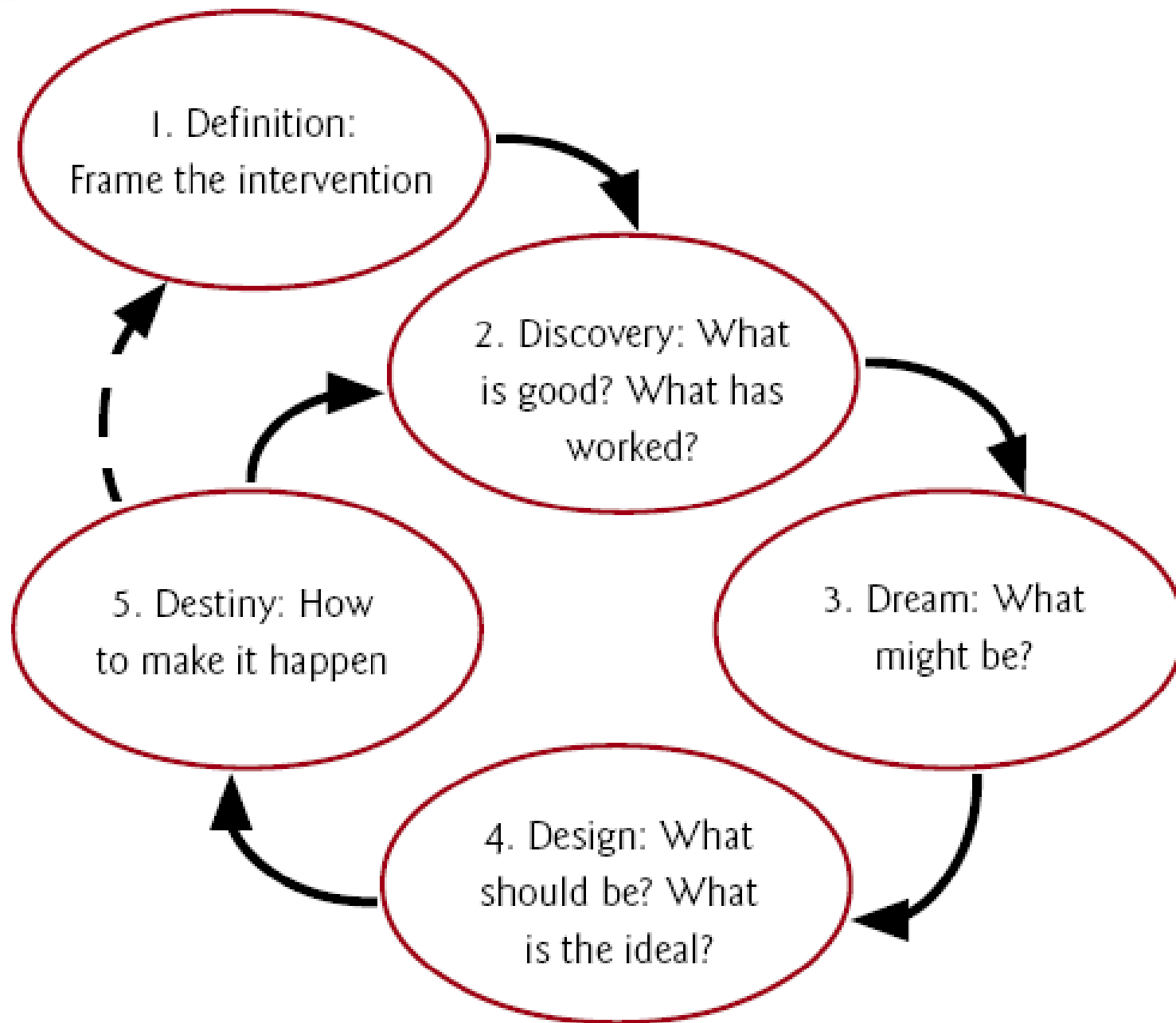
Problem Solving Cycle



Typical Results

- Assignment of cause or blame.
- A few convince many of the need for change.
- Lack of shared ownership.
- Change is perceived as a disruption of 'real work.'
- Quick to return to "what's wrong" mindset or self-fulfilling prophecy—"I told you so."





Assumptions of Appreciative Inquiry

- Something needs to *change*.
- People and organizations are not broken, rather they are filled with assets and resources.
- The questions we ask influence the answers we find.
- Answers lie within stories and experiences.
- The type of outcome reached will mirror the type of process used.
- Working toward something positive is more energizing than working to overcome something negative.

The Power of Three

- **Understand-** What is working for us?
- **Imagine-** What can it be like?
- **Create-** What will it take?

Understand: Tell Me About It

- Tell me about a change that went really well.
- Tell me about a time when you felt really present and connected with a customer.
- Tell me about a time when your team was in sync and found 'flow' together.
- Tell me about a time when the team collaborated well in order to make a meaningful improvement.
- Tell me about a time when you helped someone realize a strength he/she did not know he/she had.

Imagine: A Brighter Future

- One year from now, the New York Times has published an article about what we have accomplished.
 - What accomplishments does the article highlight?
 - What is the impact of our accomplishments?
 - Who is quoted in the article and what exactly are they saying?
- You go to sleep tonight and wake up one year from today and everything is as you imagined it could be.
 - What exactly is happening?
 - How are people interacting?
 - What are we accomplishing?

Create: What's Possible

- What was the part of the story that you want to replicate?
- What is one key action we can take?
- Identify successes.
- Give it time.
- For every criticism or barrier, identify three benefits or successes.
- Commit to a time frame and stick with it.
- Develop a strategy to stay motivated.





You are now twitter. Good times.

What are you doing?

140

update



twitter

30

following

46,578

followers

228

updates

Home

@Replies

Direct Messages

Latest: Check out our blog post about "Phishing"
<http://tinyurl.com/88mas4> 1 day ago

Warning! Don't sign in to fake Twitter.com from a DM. [Read more on our blog.](#)



View Photos of Me (6)

Edit My Profile

About me:
<http://www.mangemerde.com/about/>

Information

Networks:
Stanford Alum '92
Birthday:
April 3
Current City:
Boulder, CO

Friends

711 friends [See All](#)

Anne P. Mitchell Ok..does *anyone* know the *simple* way to find out the direct link to a Facebook status updates, before we write up the hard way? via [Twitter](#) - 37 minutes ago clear

Wall

Info

Photos

Boxes

Video

Notes



What's on your mind?

Attach:



Share

Options



Anne P. Mitchell Can someone do me a huge favor? Can someone please post a test comment to the note below about the Monstor Raving Loony party - a test comment which I'll delete in just another moment? Thanks!
54 minutes ago · [Comment](#) · [Like](#)



Write a comment...

Stories We Tell

- Stories have long been our primary mode of communication.
- Stories create connection through common ground.
- Stories provide order to the way we think.
- Stories trigger genuine emotion and empathy.
- Stories engage our right brain, which triggers imagination and change.

PB Rutledge, The Psychological Power of Storytelling

Back to You

- What will the world look like if your problem was solved or if you overcame your challenge?
 - Don't think about the process for solving it.
 - Instead, focus on what the world would look like?
- Think of a time when you overcame a similar challenge
 - What strategies and tools did you use?

Debrief



**“We do not describe the world we see,
we see the world we describe.”**

--Unknown

Thank You

Lisa Goren

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