

Innovation Roundtable: A Facilitated Learning Experience Using Appreciative Inquiry

Building Pathways
to a Brighter Future



Health Profession Opportunity Grants

OFFICE OF FAMILY ASSISTANCE



Day 1 Agenda-in-Brief

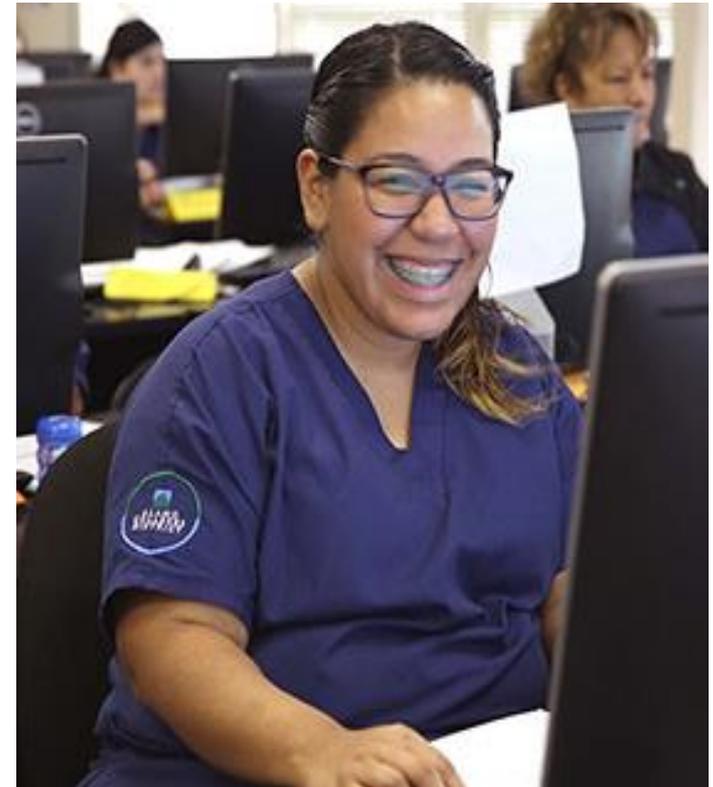
- Welcome
- Meeting Overview
- AI Intro: the 5D Cycle
- Discover: Peak Experiences and Proudest Prouds
- Dream: The Power of Positive Images
- Day 1 Closing Activity

Day 2 Agenda-in-Brief

- Welcome Back
- Day 1 Recap and Day 2 Preview
- Discovery and Dream to Design: Exploring Opportunities for Innovation
- Rapid Prototyping
- Inspired Action Planning
- Maintaining the Transformative Power of AI at Home
- Day 2 Closing Activity

Roundtable Task

To identify what HPOG programs have done well and share innovative approaches that have facilitated greater student capacity to strive and thrive in the classroom, on the jobsite, and beyond.



Roundtable Objectives

- 1. Showcase innovative practices that have gone beyond business as usual and made a difference for students, staff, and the program overall.*
- 2. Discover the strengths-in-action that make HPOG a transformative educational opportunity.*

Roundtable Objectives

- 3. Envision future opportunities for building on the creative ingenuity of the HPOG community to spark student success beyond HPOG 2.0.*
- 4. Design (or refine) innovative action plans that leverage the collective wisdom and best practices from across the HPOG community to expand student capacity to strive and thrive.*

Appreciative Inquiry...

- *... is a highly participatory, generative, full-voice process of human systems change and improvement*
 - *Every voice represents a perspective, set of experiences, and wisdom... we welcome it.*
- *...utilizes multiple methods of engagement, i.e., individual reflection, paired interviews, and group work.*

Laying the Foundation

“In-no-vate’, v.”

**“...make changes in something established,
especially by introducing new methods, ideas,
etc.”**

Laying the Foundation

“Ap-pre’-ci-ate, v.”

“...value or **admire highly**;
judge with heightened
understanding;
**recognize with
gratitude.**”

“In-quire’, v.”

“...search into, investigate;
to seek for information
by questioning.”

Laying the Foundation

??? Question ???

What informs what to change *and* how?

What pool of ideas, knowledge, practices, beliefs, values, information/data, hopes, etc. do we visit to find the next *new* thing to try?

????

Laying the Foundation

Appreciative Inquiry

“...is the study and exploration of what gives life to human systems when they function at their best.”

Source: Whitney, D. and Trosten-Bloom, A. (2003). The power of appreciative inquiry: A practical guide to positive change. Pg. 1 Berrett-Koehler: San Francisco.

Core Beliefs & Assumptions of AI

1. In every community, organization, program, team, and person, **SOMETHING WORKS!**
2. What we focus on becomes our reality.
3. Reality is created in language and conversation.
4. The act of asking questions initiates a change.

Source: Hammond, S. (1998). The thin book of appreciative inquiry. Pgs. 20-1.

Core Beliefs & Assumptions of AI

5. People have more confidence and comfort to change or journey through uncertainty when they carry forward parts of the past.
6. If we carry parts of the past forward, they should be what is best about the past.
7. Inclusion of differences empowers the change process.
8. The language we use creates our reality.

Appreciative Inquiry Essentials

Values and Principles

PRINCIPLE	DEFINITION	Mantra
Constructionist Principle	Reality and experience are socially created through language and conversation.	“Words create worlds”
Poetic Principle	We can choose what we study, and what we study makes a difference.	“What we focus on grows”
Simultaneity Principle	The moment we ask a question, we begin to create a change.	“Inquiry creates change”
Anticipatory Principle	Human systems move in the direction of their images of the future...the more positive the image of the future, the more positive present day action.	“Image inspires action”
Positive Principle	Momentum for change requires high levels of positivity and social bonding both of which are best created through positive questions that amplify the positive core.	“Positive questions lead to positive change”

Source: Stratton-Berkessel, R. (2010). *Appreciative inquiry for collaborative solutions: 21 strength-based workshops*.

Appreciative Inquiry Essentials

Keywords and Phrases: Anchors and Swan Songs

<i>“Words create worlds.”</i>	<i>“Positive questions lead to positive change.”</i>
<i>“What we focus on grows.”</i>	<i>“Wholeness brings out the best.”</i>
<i>“Inquiry creates change.”</i>	<i>“We must be the change we want to see.”</i>
<i>“Image inspires action.”</i>	<i>“Choice liberates power.”</i>

The 5-Ds: Core Processes of the AI Approach

1. Definition:

- Choose the positive as the focus of inquiry

2. Discovery:

- Inquire into stories of life-giving forces and the positive core of the program

3. Dream:

- Co-create shared visions of a preferred future

4. Design:

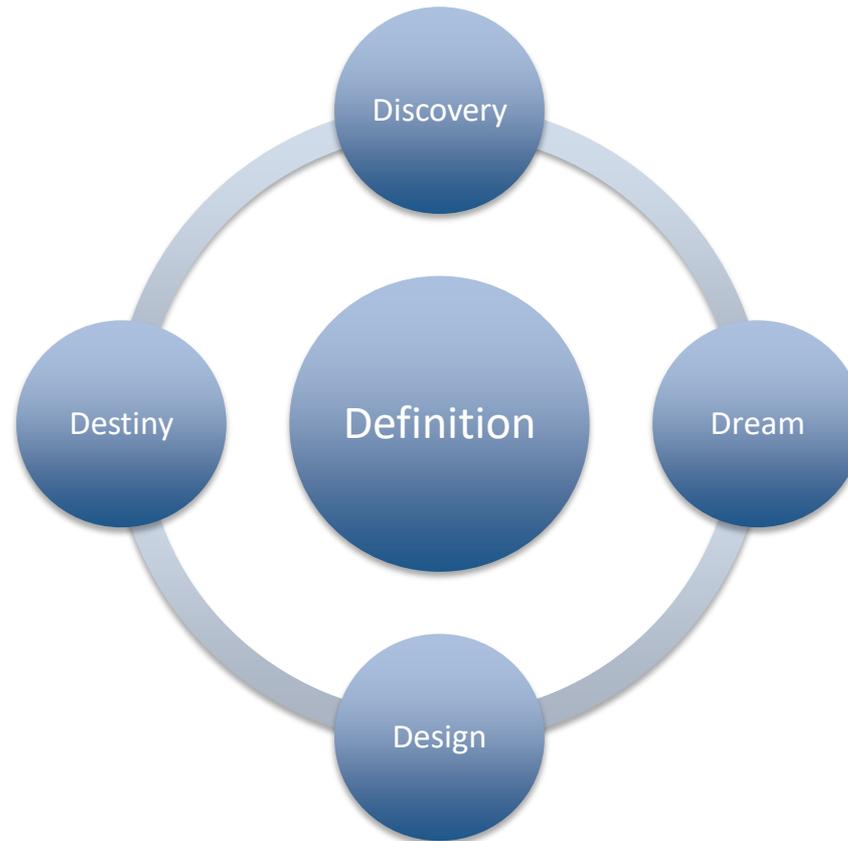
- Identify opportunities to move toward the dream *NOW*

5. Destiny:

- Embed strategies for continuous learning in the organization

Source: Stratton-Berkessel, R. (2010). *Appreciative inquiry for collaborative solutions: 21 strength-based workshops*.

The 5-Ds: The Core Processes of AI Approach



AI in Action: The HPOG Innovation Showcase

?!?!? ARE YOU READY TO ROCK ?!?!?

HPOG GRANTEE SHOWCASE

Parade of Innovation

Buffalo & Erie County Workforce Development
Consortium, Inc.

Edmonds Community College

Missouri Department of Social Services

Turtle Mountain Community College

Ute Mountain Ute Tribe

Volunteers of America Texas

Workforce Development Council of Seattle-King County

Worksystems, Inc.

AI in Action: The HPOG Innovation Showcase

The What's Who: Roles, Goals, and Guideposts

- What – HPOG Innovation Showcase
- Who – THE MIGHTY 8 aka HPOG Grantees
- Who (else?) – Appreciative Observers
As an Appreciative Observer your job is to listen for and note patterns, conditions, enablers, drivers, and assets supporting success within each presentation
- How – how all this fits together

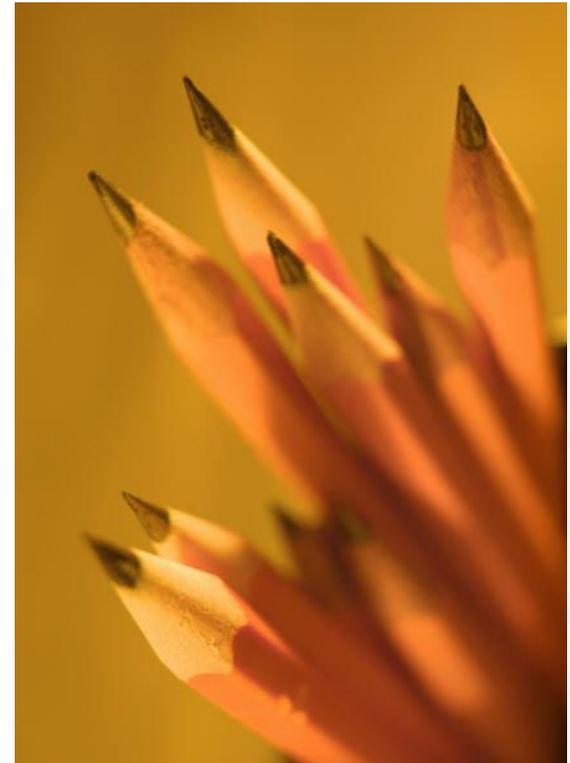
AI in Action: The Appreciative Interview

The How-Tos

1. As grantee teams present, Appreciative Observers RISE UP, i.e., jot down what elements you hear that facilitate the peak experiences being described using the worksheets on pgs. 10-11.
2. At the end of all presentations, take a moment to put your comments on post-its and place in respective Innovation Station.

AI in Action: The Appreciative Interview

AI in Action, Part II
Questions for
Conversation
Pgs 13-18



AI in Action: The Appreciative Interview



AI in Action, Part II Discovering Community Resources

Pgs 19-24

AI in Action: The Appreciative Interview

WELCOME BACK

The Power of Positive Images

What Positive Images Do

Enlisting the creative power of the imagination helps us...

- ...get beyond how things currently are
- ...imagine what transformational education could look like if fully organized around program strengths, highest values, best practices, and compelling ideals

How Positive Images Inspire Positive Action

Positive images have an “activation effect”

- When a team or organization holds ***a clear and compelling image*** of where it wants to go it influences, impacts, and stirs up conversations, choices, and commitments for action
- Clear and compelling images become a ***force for action***

A Few Keys to Dreaming Big!

1. Build on positivity – Build images of the future based on grounded examples of the most positive past.
2. Aim high – Use this AI-inspired VLC as a golden opportunity to aim higher and push towards higher ideals, values, and principles that have been regulated to the margins.
3. Think like an artist – Use the stories of the past and hopes for the future like as an artist uses materials to create a portrait of possible.

Proceed to Pgs 25-26

Presentations of Exceptional Futures

HPOG 2029: FOCUS FORWARD 5-min Team Presentations

Reflection/Preparation for DAY 2

- Walk the Innovation Incubator
- Consider the great visions and aspirations presented today, and note at some point tonight: Seeing the future I want this program to be:
 - *What might I need to learn to put me on the path to this new vision?*
 - *How might I need to change to allow myself to grow into the vision of the future that most inspires me?*
 - *What might I need to stop doing altogether to make room for the possibilities and requirements of a new vision?*

“Our greatness lies not so much in being able to remake the world but being able to remake ourselves.”

- Mahatma Gandhi

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Day 2 Opening Activity

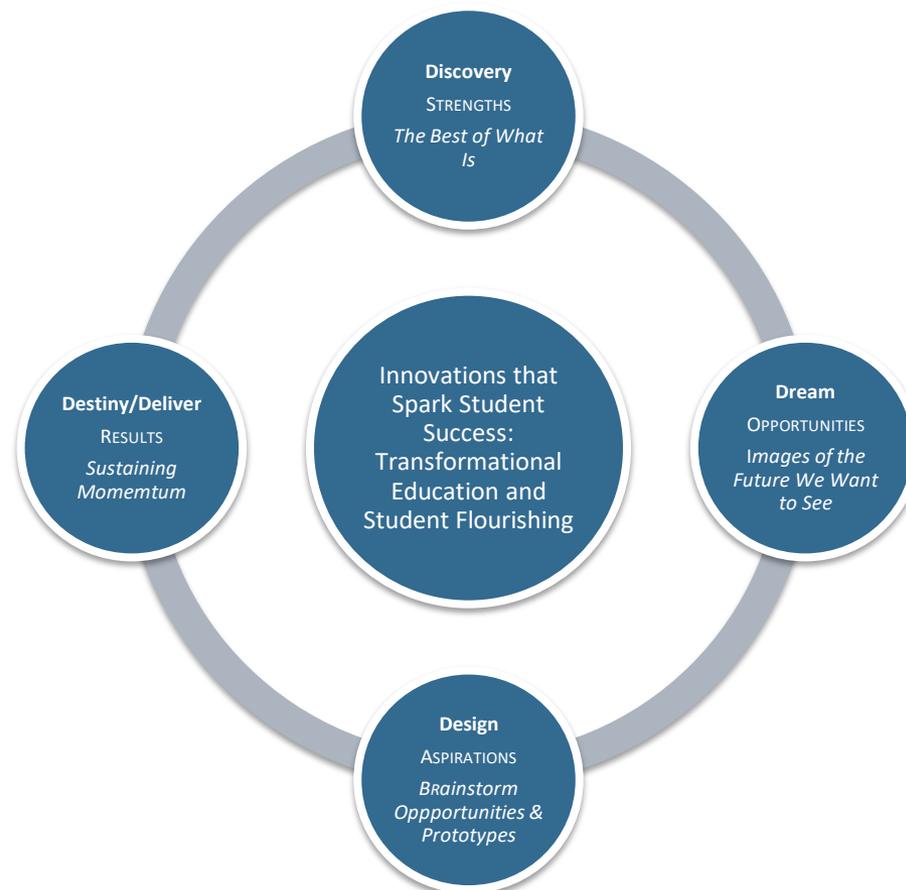
- What might I need to learn to ***put me on the path*** to this new vision?
- How might I need to change to ***allow myself to grow into the vision*** of the future that most inspires me?
- What might I need to ***stop doing*** altogether ***to make room*** for the possibilities and requirements of a new vision?

Day 2 Agenda-in-Brief

Day 2 Roadmap

- Recap of Day 1
- From Discovery and Dream to Design: Exploring Opportunities for Innovation
- Rapid Prototyping
- Inspired Action Planning
- Maintaining the Transformative Power of AI at Home

The 5-Ds: The Core Processes of AI Approach



Innovations that Spark Student Success: Transformational Education for Student Flourishing

“flour•ish, v.”

“(of a person, animal, or other living organism) grow or develop in a healthy or vigorous way, especially as the result of a particularly favorable environment.”

Synonyms: grow, thrive, prosper, burgeon, increase, proliferate

Design to Spark Student Success

Building the Dream with Good Design

- Determining what might we do to build capacity for realizing the vision...*now*
- Co-constructing the change we want to see
- Infusing our values throughout the building process

Thoughts on Design

“First we shape our structures then our structures shape us.” – Winston Churchill

“Most people spend 50% of their time not just doing their job but fighting their own institutional bureaucracies.” – Dee Hock

“All systems are perfectly designed to achieve the results they are currently getting.” – Marv Weisbord

The Stuff Organizations Are Made of Purpose of Organization Design

- *“to give form to the expression of human creativity and values, and to enable the realization of human aspirations”*

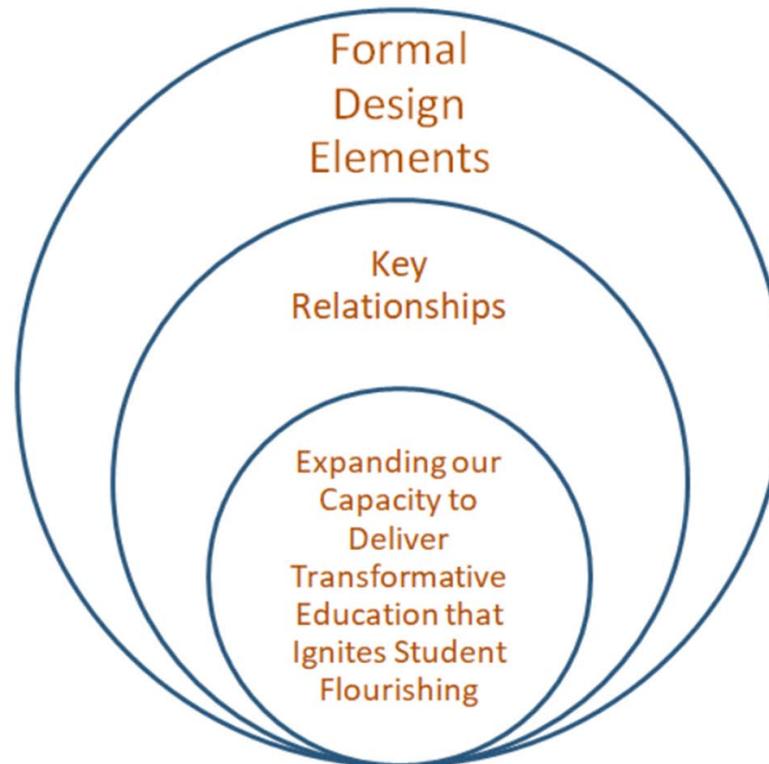
Function of Organization Design

- Organizational designs are values embodied in program elements, e.g., vision, structure, strategy, systems, purpose, policies, processes, relationships, roles, beliefs, technologies, relationships, values, leadership, reputation, culture, knowledge management, procedures, services, products, communication, decision making.

Source: Whitney, D. & Trosten-Bloom, A. (2003). The power of appreciative inquiry: A practical guide to positive change. Pg. 198. Berrett-Koehler: San Francisco.

The Stuff Organizations Are Made of

Blank Design Possibilities Map



Getting Started with Design AI Style

As a team think about HPOG 2029 visions and dreams for transformational education and student flourishing, and...,

1. ...identify the top 2-3 essential design elements you will want to work with that might give greater vitality and energy to your program **now**.
2. ...create a compelling, future possibility statement of how these design element(s) you selected will add life, vitality, and energy to your HPOG program.
3. ...post your possibility statement next to your innovation station.

Getting Started with Design AI Style

As a team think about HPOG 2029 visions and dreams for transformational education and student flourishing, and create a Possibility Statement that...,

1. Proposes the ideal state and is stated in the present tense;
2. Is grounded in best practice stories that surfaced through the appreciative interviews, pre-RT and here,
3. Stretches beyond current functioning to more desired ways of engagement,
4. Is attainable/workable, and
5. Is desirable.

Example Possibility Statements

Design Element – Communication

Communication with our citizens is the cornerstone of a responsive city government. We openly and honestly communicate with the residents of our city using equitable and participatory processes. We actively solicit input from citizens and guarantee a response. Systems within our organization are designed and redesigned with input from our citizens.

Design Element – Work Environment

Our organization has an environment that attends to the physical, mental, and spiritual health of employees. Equipment for physical workouts and for swimming is available to all. The cafeteria offers healthy food and a pleasant atmosphere. Employees are given “mental health” days off along with the usual time for sick leave.

intermission

After you complete your Possibility Statement(s)

TAKE A 5-MIN STRETCH BREAK



Proceed to Pg 30-31

AI in Action: Delivery:Destiny

The Triple 'D' Trifecta: Deliver, Deploy, Destiny

Delivering on Destiny

Thoughts on Destiny

“We will either find a way, or we’ll make one.” – Hannibal

“There are two ways of being creative. One can sing and dance. Or one can create an environment in which singers and dancers flourish.” – Warren Bennis

The Trifecta Triple D in Action

- Putting the transitional processes in place to keep the dream alive
- Initiation of cross-function, cross-level innovation teams
- Systemic application of AI principles into structures, processes and systems throughout the programs

Important Considerations about Destiny

- Committing to continuous innovation, and accountability for results
- Creating the conditions for dynamic learning and action as legacy of AI
- Celebrating progress, lessons, and failures

Questions for Inspired Action Planning

- What is the purpose of the proposed model or initiative?
- What's the vision for the initiative?
- Who else needs to be involved for it to be successful?
- What are the actions you need to take to achieve your goal?
- What additional resources will be needed?
- What's the name of your action initiative?
- How will other team members be invited to participate in the initiative?
- Who will do what by when?

Proceed to Pgs 33-34

Keeping AI Alive at Home: 5 Steps Keep Grow On

*Ok, ok, you have plans with
protection plans, NOW
WHAT?!?*

Proceed to Pg. 35

Keeping AI Alive at Home: 5 Steps Grow On

You have a great set of plans, NOW WHAT?!?

1. Establish a post-Roundtable team with a Champions for each innovation prototype
2. Schedule formal check-in points at 14-60-90 day intervals
3. Measure innovative prototypes
4. Integrate post-Roundtable initiatives into existing programs & processes
5. Communicate your plans and progress, flops and failures, too!

Source: Making AI stick: Five ways to execute after your summit. Available online: <https://www.clarke.com/blog/wp-content/uploads/2015/07/Making-AI-Stick-Final-PDF.pdf>