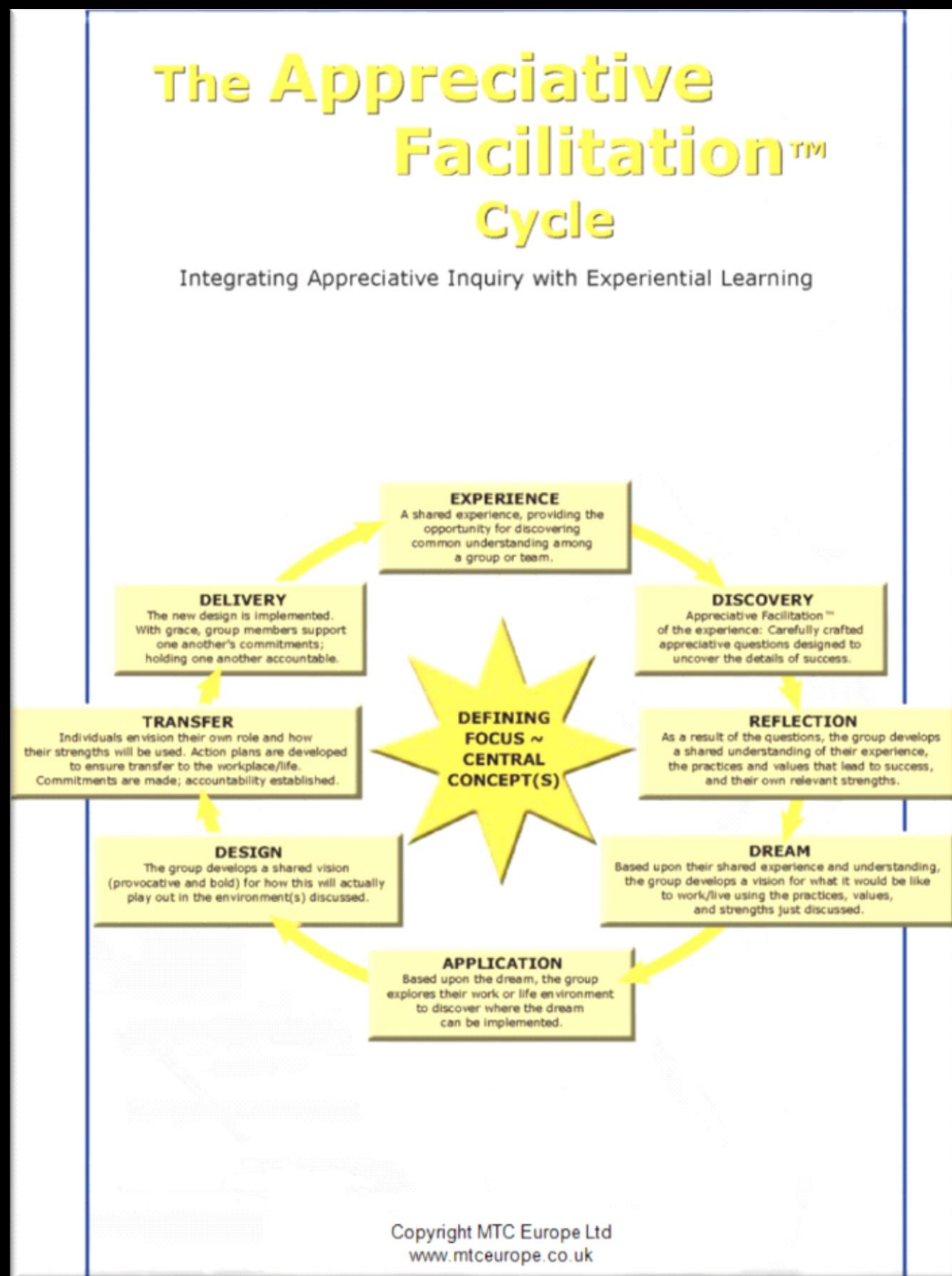


Professional Facilitator Development utilising Appreciative Inquiry



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Professional Facilitation Development utilising Appreciate Inquiry Techniques

Appreciative Inquiry (AI) is an approach, a methodology, a way of perceiving and interacting that transforms the way we experience human systems and organisations. Basically, it is an approach that seeks to discover what gives life to organisations and individuals, to uncover the positive core at work when a person or group is at its best. AI is grounded in extensive research across diverse fields (from medicine to education to cultural anthropology). This research underscores the concept that what we believe in and focus on determines our outcome and how we reach it. AI proposes we focus on assets and positive, desired outcomes in order to facilitate change and success.

The AI process can be used to identify when individuals and organisations are at their best, identify assets, and engage in the process of dreaming—where does the group want to go? Instead of needs and problems, individuals and organisations identify personal capabilities and the organisation's "positive core". They also develop visions for the organisation based upon this positive core, a means for achieving that vision, and the enthusiasm and motivation to bring it into reality.

Definition

In applying the AI process, the initial step is the Definition, where the guiding principles are identified; here we clarify goals or the desired outcome. AI then proposes four additional steps toward achieving the desired outcome:

1. **Discovery** - where stories of past successes are shared in a carefully designed interview process.
2. **Dream** - where visions of the ideal future are imagined and shared.
3. **Design** - where bold statements are developed that support movement toward the dream based upon the positive core identified during Discovery.
4. **Destiny/Delivery** - where actual steps are taken toward making the dream reality.

Mobile Team Challenge have worked in collaboration with David Cooperider, the founder of Appreciative Inquiry since the conception of the concept in the 80's and, David has co-authored a book called The Appreciative Facilitator with, Cheri Torres, the Founder of Mobile Team Challenge.

Our lead facilitator for this proposal has the following experiences and qualifications:

- Fellow of the Institute of Leadership & Management
- NLP Practitioner
- Emotional Intelligence Master Practitioner
- Champion Master Black Belt in Lean / Six sigma
- Principle Consultant working with S. Warwickshire NHS on 18 month Change Project
- Graduate of London Business School and Ashridge

Whether you are a Learning and Development Facilitator, a Leader of Change or responsible for Strategic Development and Direction within your Organisation, the Principles of **Appreciative Inquiry** are vital for your professional development in our current times. Email us now for your in-house A.I. Workshop info@mtceurope.co.uk

**A
I
The
Adventure**



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Appreciative Inquiry (AI)

Developed in the mid 1980's

Appreciative Inquiry is an organisational change methodology that asks an organisation to identify its strengths, use those strengths to articulate a collective vision and then develop a structure and/or strategy for achieving that vision.



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What makes AI different From other (positive) change methodologies?

It engages representatives
from the collective whole
(or the whole itself) in:

- Finding out what the organisation is already doing right (positive core)
- Maximising the potential gain (versus minimising the risk)
- Moving from fragmentation and dualistic thinking to integration and wholeness.
- Complementary to **Lean / Six Sigma** methodologies.

**Could this be the end
of problemsolving?**

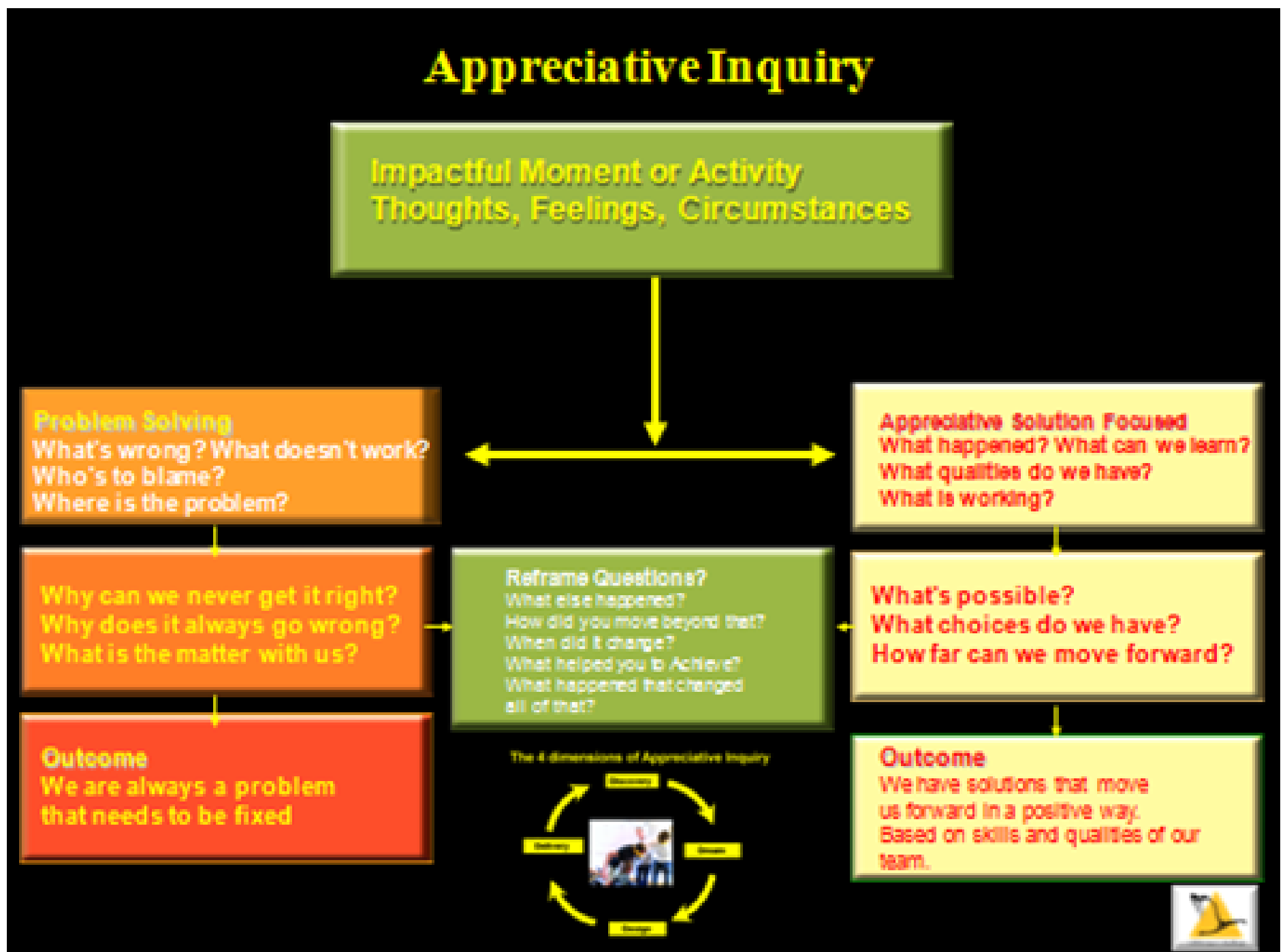


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Appreciative Inquiry helps us to re-frame Continuous Improvement Questions **Positively** – rather than looking at the negative of “What is going wrong?”





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The focus is on how to address issues from a place of wholeness, bringing all of the organisation's strengths to the solutions.

AI invites an organisation to achieve its vision and goals with a deeper sense of meaning, connection, impact and joy.

It enlivens organisation members and inspires them to fully engage in the business of the organisation.

A
I
The
Adventure



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How can we better
Inquire into ways that
increasingly help people
discover, dream, design and
transform towards the
greatest good?

**Kaizen (“Change for
Good”) Concepts –
framed Positively**

Appreciative Inquiry



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What is Appreciative Inquiry?

Appreciate - valuing; the act of recognising the best in people or the world around us; affirming strengths, success and potential; to perceive those things that give life (health, vitality, excellence) to a living system; to increase value.

Inquire - the act of exploration and discovery; to ask 'Unconditional Positive' questions; to be open to seeing new potential and possibilities.



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What is AI in a nut shell?

A Philosophy of Knowing

Creates a Standard

A Methodology
for Managing Change

An Approach to Leadership

An Approach to Human
Development



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The AI 4-D Model
for organisational or personal
change is a cyclic design that
involves discovering your
strengths, best practices
and positive core.

Dreaming

the ideal (organisation, project or relationship)

Designing

a structure or strategy that will
support the Dream

Delivering

that Dream by working the Design

Destiny

the whole system builds on hope and
momentum around a deep purpose creating
processes for learning, adjustment
and improvisation.



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The Power of the Affirmative Topic Choice

The most important part of any AI and is at the core of the cycle.

The seeds of change are implicit in the very first question we ask?

**Inquiring/Knowing
& Changing are a
simultaneous moment!**

AI theory says that the way we know people and organisations is fateful.

AI recognises that symbols and conversations, emerging from all our analytical modes are paramount resources.



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AI - DISCOVERY

- Openness and Availability
- Being humbled
- Ability to Admire
- Being Surprised
- Being Inspired
- Positive Core
- Valuing Differences among people
- Appreciating Everyone
- Positive Imagery
- NLP (Neuro-Linguistic Programming)
in supporting Healthy
Communication.



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AI - DREAM

- Valuing & Appreciation
- Visible Patterns
- Innovations
- Share Insights, Storytelling
- Using the 'Artists Palette' to Create
- Stirs our Feelings
- Triggers our Curiosity

“Imagination is more important than knowledge” - Einstein

**What is the World
calling us to
become?**



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AI - DESIGN

- Vision of a Better World
- A Powerful Purpose
- A Compelling Statement of Strategic Intent
- Focus on the Ideal Organisation
- Planning; Allowing Iterations
- Maximise Qualities of Positive Core
- Accelerate Realisation of Dreams

**Compelled to realise
the dream and to be
"on Purpose"**



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AI - DESTINY

- Be the 'Architects' of our Destiny
- Changing our Patterns & Language
- A New Knowing
- Interpretation Matters
- Connect, Co-operate & Co-create
- Innovate & Motivate
- Create a Convergence Zone

**Let go of accounts of
Negative**



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Foundational principles of AI Govern the dynamics of our relationships with one another.

Becoming aware of one's own actions and how the principles inform the impact that we have is a powerful tool for creating and sustaining a positive core of an organisation 'alive'.

Constructionist Principle - Human knowledge & organisational destiny are interwoven -
the way is fateful

The Principle of Simultaneity - Inquiry & Change are simultaneous! Questions asked set the stage for what is discovered and what is therefore constructed

The Poetic Principle - An organisation is an open book and is constantly co-authored - an endless source of interpretive learning like the Bible or a great piece of Poetry; invites re-consideration

The Anticipative Principle - Collective Imagination using metaphors and language brings the future into the present moment

The Positive Principle - Hope, excitement, inspiration, caring, sense of urgent purpose and joy at creating something meaningful together.



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The Appreciative Facilitation™ Cycle

Integrating Appreciative Inquiry with Experiential Learning





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AI begins an Adventure...

...to fully explore the vast vistas appearing on the horizon. People & Organisations are urging each other to develop and leap beyond Deficit based Methodologies and enter a domain that is life-centric.

We all thrive:

- where there is an Appreciative Eye
- where People see the Best in each Other
- when they Share Dreams and Concerns in Affirming ways
- are Connected in Full Voice to create Better Worlds
- in a Positive Revolution

Albert Einstein's words clearly compel:

"There are only two ways to live your life.

One is as though nothing is a Miracle.

The other is as though Everything is a Miracle".

A The
I Adventure



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"Appreciative Inquiry
is a way of thinking, seeing
and acting to **bring about**
powerful, purposeful
change. Focusing on the
positive and desired future
results and not the
negative past results."

David Cooperrider

David Cooperrider - the Founder of
Appreciative Inquiry who co-authored a book on
A.I. with **Cheri Torres**, the **Founder Member of**
Mobile Team Challenge Ltd





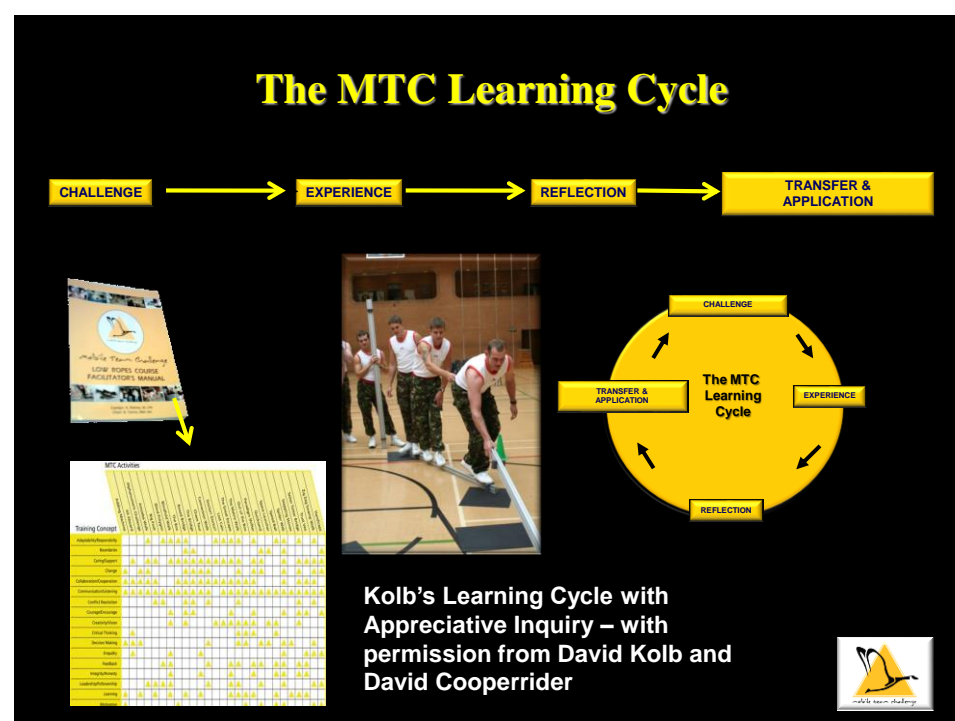
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Organisations who Mobile Team Challenge have introduced to Appreciative Inquiry:

- NHS – 26 Foundation Trusts – Strategic Change
- RAF – 52 Bases in UK - Leadership
- Army – HQ Salisbury – Leadership
- Birmingham City Uni – Strategic Change
- Durham University – Strategic Change
- Uni of Worcester – Customer Service
- Over a dozen Local Authorities – Change
- Luton Borough Council – Business Efficiency
- Honda – Continuous Improvement
- Unite the Union – Negotiation Techniques
- InterSport – Negotiation & Influencing
- B&Q – Regional Management Academy
- BUPA – Continuous Improvement & Change
- 50+ HMP & YOI's – Conflict Resolution





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“Breaking out of our parochial perspectives we discover organisations in a wide array of types and species functioning within a dynamic spectrum of beliefs and lifestyles. And according to the social constructionist viewpoint, the possibilities are infinite”

David Cooperrider

In this Appreciative Inquiry workshop you will:

- learn about the systemic principles of this approach to change
- experience an AI process with its tools and methods
- look at ways to apply the approach in your practice or in the organisation you are working in.
- learn how to see the Appreciative Paradigm
- learn how to apply the 4-D Cycle of; Discovery, Dream, Design, Destiny to your personal or Organisations situation
- learn how to use AI in every business situation
- learn how AI complements current Lean / Sigma methodologies
- learn how A.I. and Emotional Intelligence make a formidable partnership in creating inspired and motivated teams
- receive a personal Emotional Intelligence Profile as accredited by the British Psychological Society
- utilise state of the art experiential activities to explore the 11 principles of A.I.
- learn how to re-frame questions to inspire positivity
- learn what role the brain plays in positive re-framing - utilising HeartMath brain coherence bio-feedback monitoring
- learn how to use A.I. for Strategic Planning, Creating Shared Visions, Change Programmes and Conflict Resolution





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Testimonials

Mobile Team Challenge's unique approach to Accelerated Learning and Development, through utilisation of MTC techniques, produce outstanding results, highly energised and motivated attendees; some of whose comments have been:

'A Life Changing Experience...' (BUPA)

'A powerful, effective and common sense approach that produced only positive outcomes and excellent results' (Chelsea Building Society)

'The Experience was guaranteed FUN... but with some SERIOUS learning!' (Bournemouth College)

'A very rich and valuable training experience' (RAF Innsworth)

'MTC has proved to be exceptional and versatile for improving leadership, communication, teambuilding, mutual support, self belief, problem solving and creative thinking within. Its potential within the workplace is vast whilst also being great fun' (Tony Woodcock, Honda UK)

'An awesome delivery technique which makes learning great fun – it's changed my life'. (Moorlands College)

'A brilliant day – GREAT Team building and Awareness of Leadership' (Ian, Brookes, CEO Lorien)

'A very professional event which will have a profound effect on my life' (Wokingham Borough Council)

'...A new dimension to our leadership and development programmes...' (Chrys Murphy MBE, Wing Commander, RAF)

"MTC is about building on success, to bring about even more success" (Brett Nicholls, RAF School of Training)

"An excellent event – made me really think what being a manager was about!" (S. Derbyshire District Council)

"I wanted to write a short note to thank you both for such an excellent MTC course last week. I thoroughly enjoyed the two days and found the Appreciative Inquiry. approach fascinating. I think you have tremendous training medium in the MTC equipment. More importantly, the positive-framing. approach to facilitation is extremely powerful and when combined with the first class challenges, lead to a very rich and valuable training experience. Crucially, you both believe and live. the concept and that message came across loud and clear. Thank you both once again for your energy and enthusiasm that bought the whole two days to life. Best wishes and please keep up the great work".

Squadron Leader Paul Bate, RAF Innsworth



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"MTC Training enhances existing leadership and team building activities and improves other training exercises".

Pamela Murray, RAF LTPD School of PT

"The most enjoyable and thought provoking course I have ever attended"

David Jordan, Prison Officer

"The MTC approach shows that the glass is "half full" and not "half empty". It will work within most organisations"

Dennis Griffiths, Prison Officer

"There are many valuable aspects to the MTC approach that develop communication, flexibility, trust, teamwork, etc. This can all be related and the lessons learnt transferred to work and life in general"

Stuart Cooper, Prison Education Officer, HMP

"The MTC Training course was very professional, great fun and packed full of great information"

Simon Folger, Prison Education Officer, HMP

"An excellent course – very professional and well presented. Thank you Barry".

Chris Belcher, Head of Learning and Development, S.Warwickshire NHS

'We had a hugely inspirational day with Mobile Team Challenge. Their use of Appreciative Enquiry to facilitate Experiential Learning was so powerful that we placed an order for four equipment packages and associated training.'*Sue Cook of Wolverhampton City Council*

" MTC provides a dynamic, hands on and thought provoking approach to training and development. You cannot buy trust or teamwork but MTC enables you to develop these attributes very effectively."*Pete Hughes, RAF Cosford*

„A great three days ... three highly successful and effective days for Team Working". *Regional Training Director, Vodafone- Retail*