

So tell me where it hurts?

Using Appreciative Inquiry to
Build Credibility

Wendy Anson, SPHR

- * Your Unique Perspective
- * Credibility Do's and Don'ts
- * Appreciative Inquiry
- * The 5 C's of Credibility
- * Wrapping up & Questions

* **Roadmap...**

- * As a Human Resource Professional, we are uniquely positioned to help
- * Institutional Perspective & Happenings
- * HR DNA
 - * We like people
 - * We are good listeners...nature or nurture?
 - * We are good at building partnerships and networks

***We've ALL got problems...**

- * Acknowledge the situation or challenge...but only if you care AND are in a position to help.
- * By asking questions, you are offering to help resolve the issue.
- * If you ask and then do nothing, you have just lost a bit of credibility

* Credibility Do's and Don'ts

- * Discover - What's working well?
- * Dream - What would our perfect world look like?
- * Design - What needs to happen for us to obtain that perfect world?
- * Deploy - Implement the plan

* Using Appreciative Inquiry

<http://appreciativeinquiry.case.edu/intro/whatisai.cfm>

- * What aspect(s) of your work gives you energy or excitement?
- * What professional accomplishment are you most proud of and why?
- * What process or project have you contributed to that resulted in improved efficiency or productivity?
- * What value have you added?
 - * To another person?
 - * To your department or team?
 - * To your organization?

***Discovery**

Problem Solving

"Felt Need"

Identification of Problem

Analysis of Causes

Analysis of Possible Solutions

Action Planning

Basic Assumption:

Organizations are a problem to be solved.

Strengths Based Approach (Appreciative Inquiry)

Appreciating and Valuing the Best of
"What Is"

Envisioning "What Might Be"

Dialoguing "What Should Be"

Innovating "What Will Be"

Basic Assumption:

Organizations are a solution/mystery to be embraced

*** Reframing the issues,
challenge, or situation**

- * Determine ahead of time what success looks like.
 - * If we arrive at a 70%, 80% or 90% solution, isn't that success?
- * Exercise Diplomacy
 - * Here's what I know that I can share with you...

* **Credibility Do's and Don'ts**

- * Collaborate
- * Communicate
- * Change takes time
- * Control what you can control
- * Celebrate success

* The C's of Credibility

- * Foundation of credibility
- * Allows for the transfer of ideas which increases the chances of success
- * "In terms of the AI framework:
"AI is a means to encourage dialogue, develop trust and create links...creating a 'space' where knowledge can be developed and shared."

* Richer, Ritchie, & Marchionni, p. 953

- * Examples: Faculty Schedule; Institutional Research, and Building 'Meet & Greet's"

*** Collaborate**

* At the heart of Appreciative Inquiry lies the ability to effectively communicate within an organization.

"Organizations are centers of human relatedness, first and foremost, and relationships thrive where there is an appreciative eye."

* Cooperrider, p.1

* Examples: Emails, IM, Diplomacy & Integrity

*** Communicate**

- * Articulate the vision
- * Keep stakeholders informed of progress
- * Manage Expectation
- * Examples: Visio Flows; Voices of Dissent Article, Expect that people need time to adjust.

***Change Takes Time**

*Two AI Principles

- * Anticipatory Principle - React positively to change, to create a positive image of the future which guides the current behavior of any organism.
- * Positive Principle - Create and sustain momentum for change using large amounts of positive affect and social bonding.

***Control What YOU
Can Control**



*** Celebrate Success...
2013 Team Achievements**

- * Capitalize on Chaos - generate a need for your services!
- * Cultivate the ability to look at problems without preconceptions
- * Trust is a privilege to be earned
- * Harness the talent, gifts, strengths, energy and excitement in yourself, your team, or your organization to create a vision of future possibilities

*** Conclusion**

*Questions?

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