

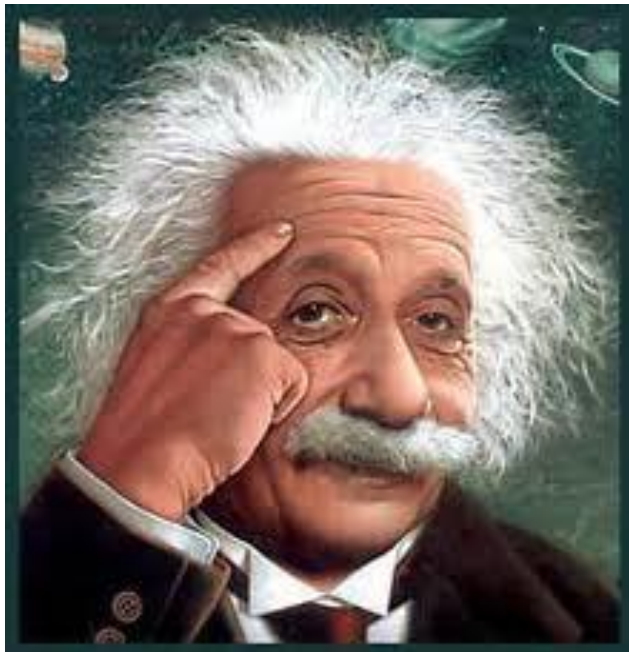


Creating Infinite Possibilities

A strengths based focus for employee involvement and innovation in the workplace

$$E=mc^2$$

” Energy equals mass times the velocity of light squared.”



- I have no special talent. I am only passionately curious.
 - Most people see what is and never see what could be.
 - No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew.
- Albert Einstein

Innovation is all around us



We are all affected by Innovation



The \$ 35 rival to I Pad



- Kapil Sibal, India's Minister for Human Resource Development, unveiled the \$35 'laptop' computer the government hopes to put into production by 2011. Sibal turned to students and professors at India's elite technical universities to develop the \$35 tablet after receiving a "lukewarm" response from private sector players. He hopes to get the cost down to \$10 eventually.

- Source: AFP- article in the Globe and Mail

How do you see innovation?



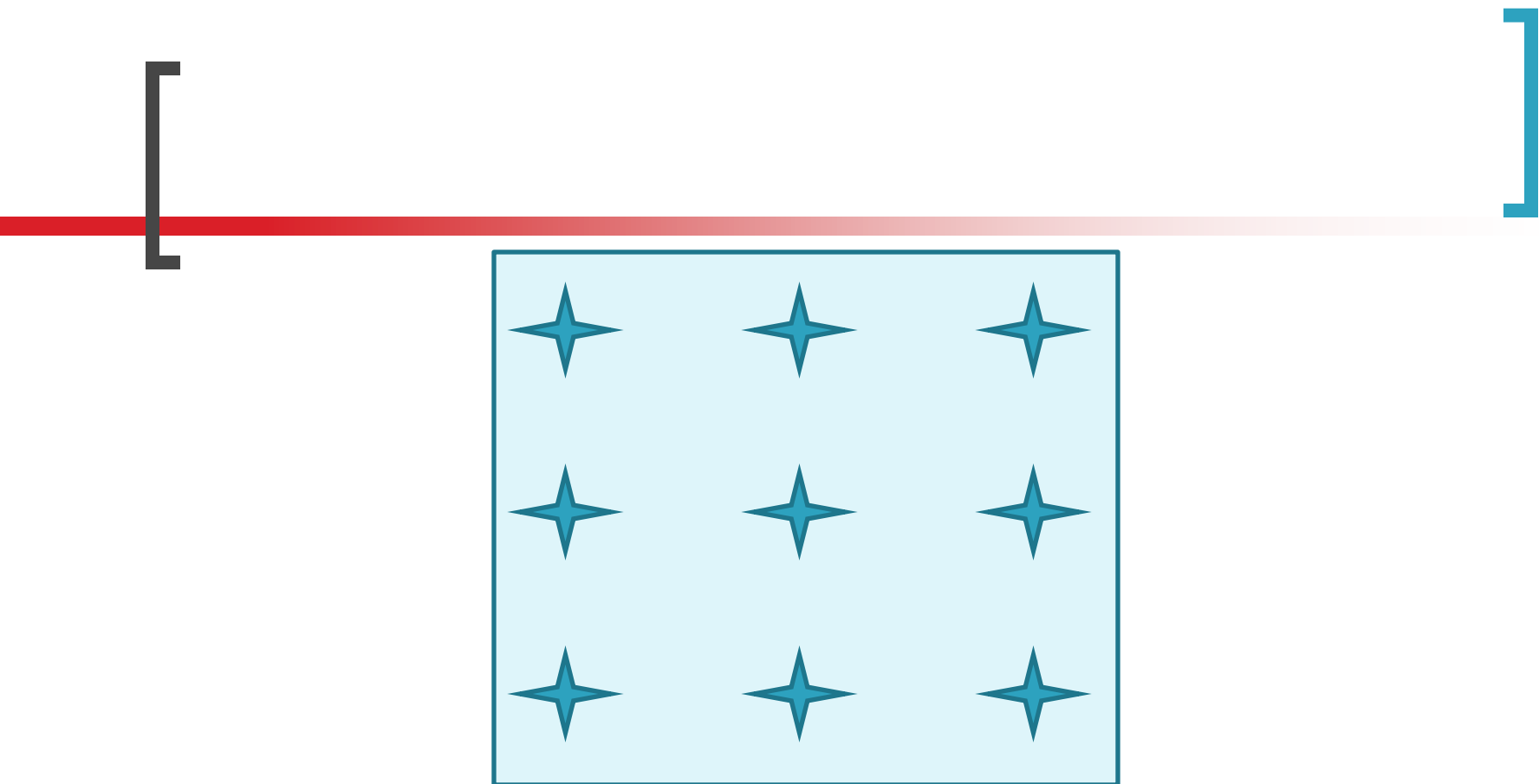
Innovation as Positive Change

Innovation is necessary

- To fuel moment-to-moment responses to high-speed change
- To maintain imaginative resources that can project operations into a future that will change even faster than the present
- To develop the foundations from which breakthrough products and services can be launched

Organizational Focus

- “High innovators focus on developing critical underlying capabilities and turn their ideas into action via well-defined idea management processes.”
Henley School of Management
- “The task of leadership is to create an alignment of strengths....making a system’s weaknesses irrelevant”
Peter Drucker in an interview with David Cooperrider



Connect all nine stars, using four straight lines, without lifting your pencil from the page.

Finding Our Way- Engaging in the Future

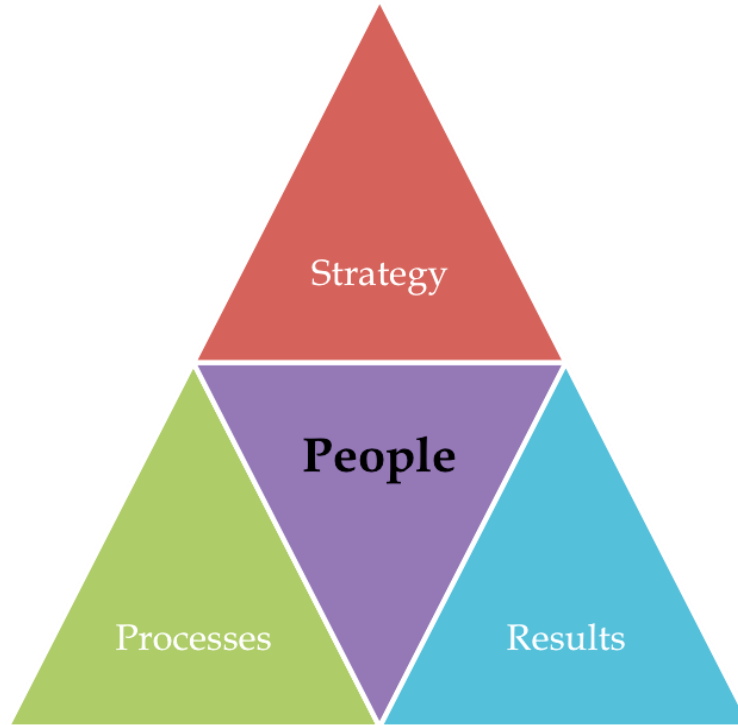
“In these troubled, uncertain times, we don’t need more command and control; we need better means to engage everyone’s intelligence in solving challenges and crises as they arise.”

Meg Wheatley, Finding Our Way: Leadership for an Uncertain Time

Organizations as Human Systems

“Every organization is an open system that depends on its human capital to bring vision and purpose to life.”

Cooperrider, David L. et al., *Appreciative Inquiry Handbook: The First in a Series of AI Workbooks for Leaders of Change*, 2003.



Culture defines us

- **“a belief system shared by an organization’s members”**

J.C. Spender, “Myths, Recipes and Knowledge-bases in Organizational Analysis” (Unpublished Manuscript, Graduate School of Management, University of California at Los Angeles, 1983)

- **“the set of values, often taken for granted, that help people in an organization to understand which actions are considered acceptable and which are considered unacceptable.”**

Van Fleet, David D. (1991). – Organizational Culture. Behavior in Organizations published by Houghton Mifflin Company.

The 4-D cycle of Appreciative Inquiry



- The study of what works—strengths based change
- Engagement of the whole system
- Change people's image of what they want from the future by honoring the past, appreciating what is and imagining what might be
- Action plans to implement the change momentum that come from using AI.

We Live in the Worlds Our Questions Create

- Appreciative Inquiry asks questions about...

Core Values- what gives meaning

Best Experience: what to build on

What needs to be created: possibilities & opportunities

What actions are needed to move forward

The Positive Inquiry Changes the Focus

- What's the biggest problem here?
- What troubles you most, what keeps you up at night?
- Why do they blow it so often?
- Why am I not appreciated here?
- What possibilities exist that we have not yet considered?
- What are the factors for success that exist now?
- What's the smallest change that could make the biggest impact?
- What will we be like if we are successful?

Strengths Based Change

- Whole systems approach
- Creates the energy to sustain change
- Work teams playing to their strengths out perform those who don't
- Organization moves from limitations to possibilities
- Engaging people from a strengths based focus builds commitment and meaning
- Rapid deployment of transformative change

Discovery Workshop & Interviews - Appreciating What Is

- Please recall a particularly good moment in your work life here at ----- one that left you feeling proud, fulfilled or happy – a time or experience that made you feel like you were responding to your sense of purpose and really contributing to something meaningful for yourself or others. What was it about that moment in your work life at ----- that caused you to have such a positive feeling?
- As you think about innovation here at -----, what initiatives, pilots, practices or other innovations stand out to you as most noteworthy, that have potential for helping us build sustained innovation at every level of the organization?

Dream : From Limitations to Possibilities

Traditional Approach

- SWOT
- Identify Problems
- Brainstorm Solutions
- Develop Action Plans

Appreciative Inquiry

- SOAR
- Discover Strengths
- Whole System Approach
- Design and Deliver

SOAR Planning Template

Strengths

Opportunities

Aspirations

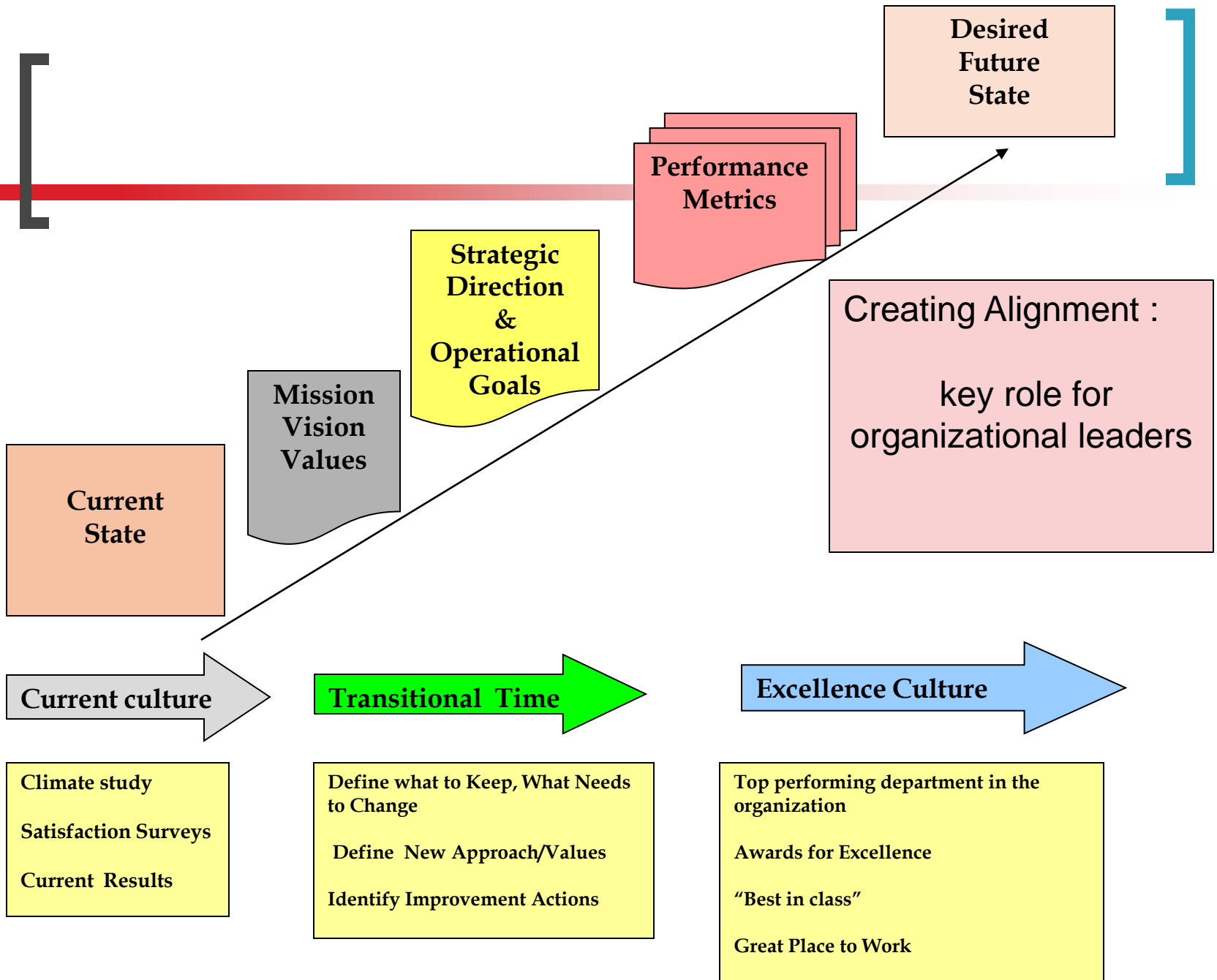
Results

Positive Core- Future Image

- The future is constructed on the positive core strengths of the organization that gives meaning and purpose.
- From that positive core – identify what should never change and what should be open for change.
- The topic for inquiry is then set out as what the organization wants more of.

Building Capacity for the Future

- People at all levels of the organization want to be involved in issues affecting their future .
- How leaders engage people in the future of their organization is a critical issue to building sustained capacity.
- Engaging people in developing and designing an image of the future is a critical element to building sustained organizational capacity.



Building Capacity for Infinite Possibilities

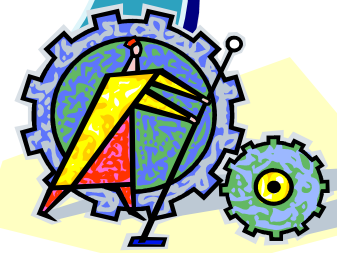
Community Outreach



Engaging Excellence



Process Efficiency



Technology Utilization



Finding Your Way

*“ Leaders paint the picture
for others t o walk into.”
Vernon Clark*



Leadership Focus

Building Capacity for Innovation

- Understand truth - be grounded in reality
- See and share the vision
- Stimulate and anticipate change
- Preserve the positive core and bring positive change
- Liberate the potential- engage people
- Translate vision- engaging people in meaningful actions.

Engaging Employees in Innovation

- Focus on what is important to the organization
- Develop processes that are effective: evaluative reviews; innovation teams; ideas schemes; open planning etc.
- Develop capability so employees know how the organization functions, what is expected and what is rewarded
- Train in ways to generate and implement new ideas
- Communicate regularly- successes and failures; have metrics
- Leaders- champion and celebrate innovation

Essentials for Building Innovative Capacity

- Open to Inquiry
- Engaged Leadership
- Constancy of Purpose
- Agility and Adaptive
- Alignment- Internal & External
- Building on the best of what is
- Celebrating success




Cultural Elements for Innovation Capacity

- A willingness to consider new perspectives on day-to-day work
- Openness to do different things and do things differently
- A focus on the value of finding new ideas and acting on them
- Striving to create value in new ways
- Listening to others
- Supporting and respecting others when they come up with new ideas

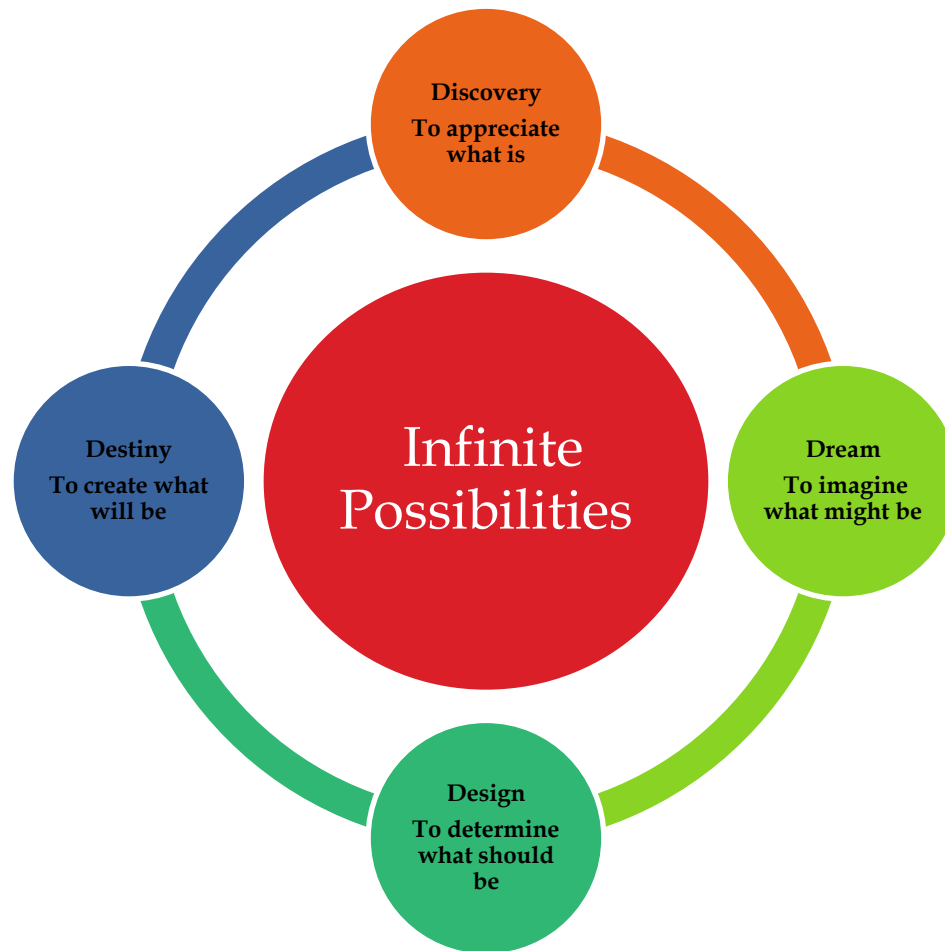
Rating the Innovation Potential in Your Organization





Innovation Potential rate your organization on the following elements that affect capacity for innovation.			
Analysis – do you know where doing things differently would have the greatest payoffs?			
Openness – do leaders actively encourage open communication by listening to and acting on comments, criticism, suggestions or questions?			
Recognition – how does the organization recognize and value innovators and innovation?			
Support – what is available to help employees overcome barriers to implementing new ideas?			
Inclusiveness - do you make it easy for employees to know how to be involved in and advance actions for innovation?			
Learning - do you have ways to learn from outside and to adapt best practices from other organizations?			
Collaboration - are there processes in place that make it easy for people to collaborate across functions and to capture the collective wisdom in the organization?			
Appreciation - does your organization focus on strengths and value the positive things that are going on NOW in the organization?			
Curious - is your organization characterized by curiosity at all levels, or do you say <i>“We’ve always done it that way”</i> ?			

Appreciative Inquiry



Reference Contact

**Infinite Possibilities
The
Power of
Positive Change**

[CORSAW ASSOCIATES]

"We Help. You Succeed."

Dan Corbett, Principal

62 Livingston Ave., Kingston ON, K7L 4L4

Phone: 613.549.3613

Mobile: 613.449.6161

Email: dcorbett6@cogeco.ca

www.corsawassociates.com