

# 2012 Collaboration, Innovation and Excellence

OTTAWA PUBLIC SECTOR  
**QUALITY FAIR**



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DANS LE SECTEUR PUBLIC D'OTTAWA

## ***PD Session 2A***

### **Using Appreciative Inquiry to Create Collaboration and Innovation in Strategic Planning**

***John Thomas, President***

*JFT Management Consulting*

***Michael Hart, President, HUMAN***

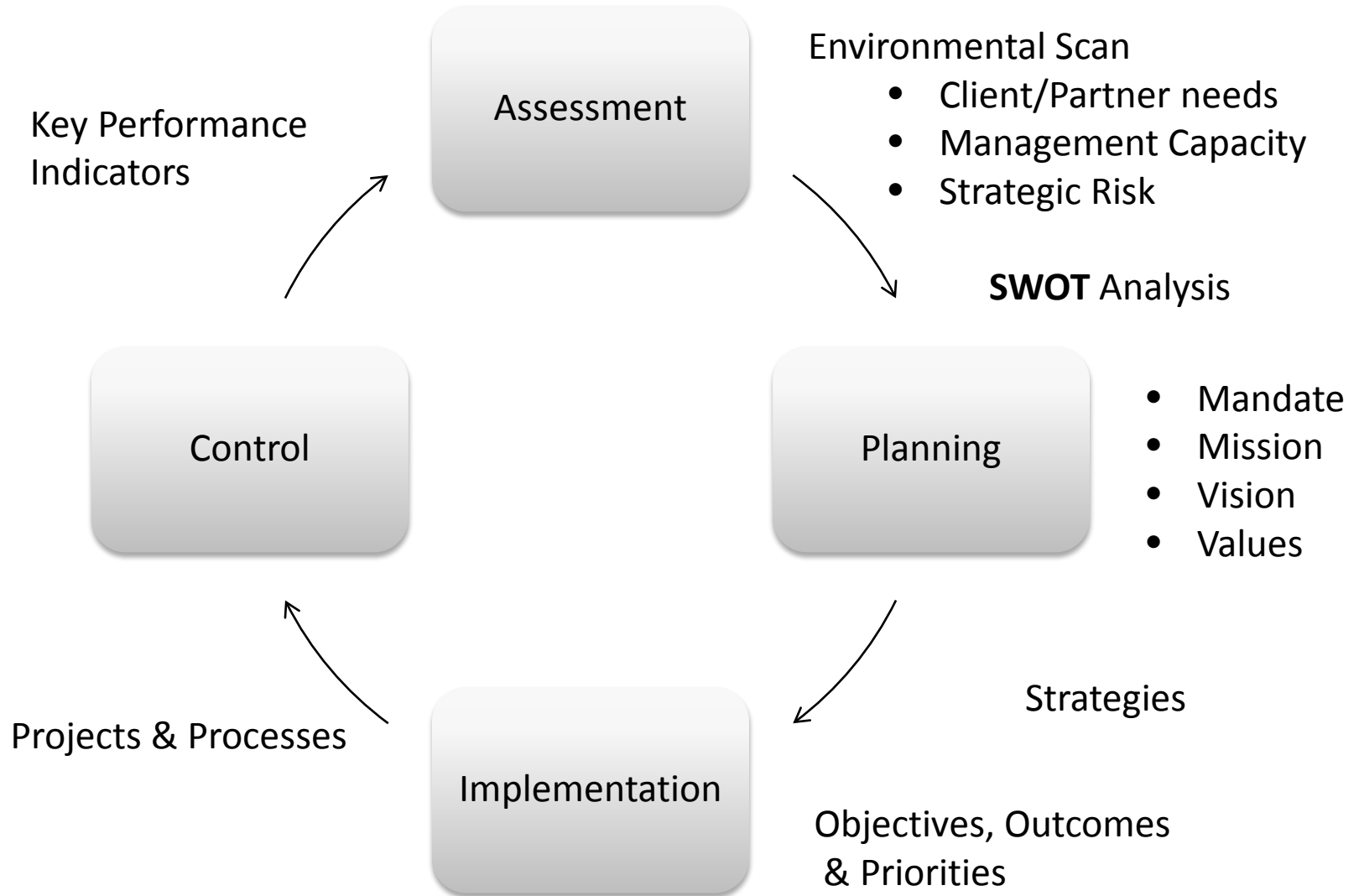


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**Strategic Planning** should be an inspirational, creative process that moves the organization toward achieving its fundamental dreams



# Traditional Strategic Planning





The traditional **SWOT** analysis focuses half and half on positive and negative influences

<b>Strengths</b> Good & Present	<b>Weaknesses</b> Bad and Present
<b>Opportunities</b> Good and Future	<b>Threats</b> Bad and Future

# Pitfalls of Traditional Strategic Planning



- Low engagement
- Neglects to obtain stakeholder buy-in
- Analysis of negative factors
- Lacklustre, uninspiring vision
- Lack of incentive to succeed

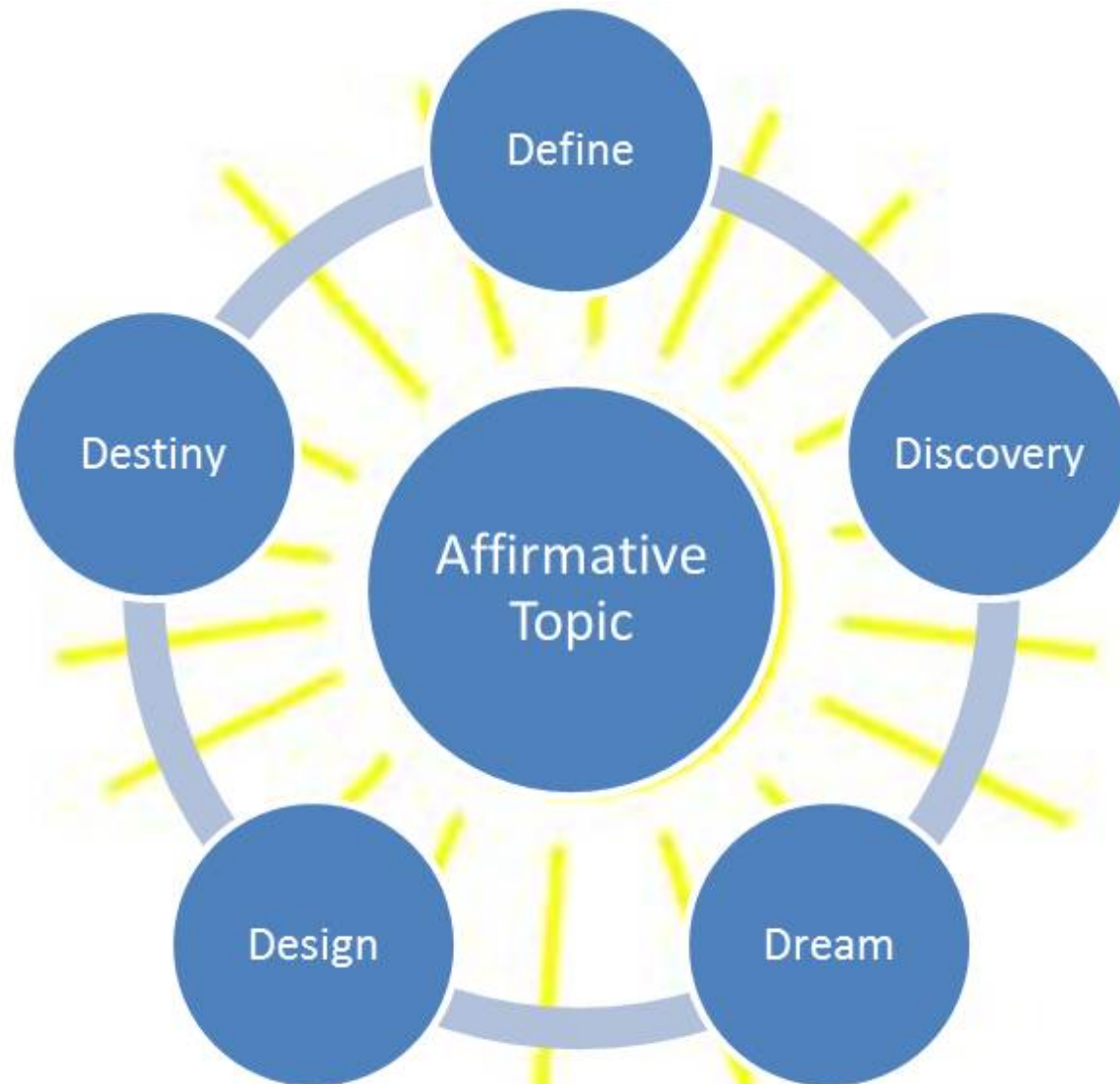


***“Appreciative Inquiry (AI) is a vision-based approach of open dialogue that is designed to help organizations and their partners create a shared vision for the future and a mission to operate in the present”.***

(Srivastva & Cooperrider, 1990)



The phases of **Appreciative Inquiry** are closely linked to the phases in the strategic planning process.





# Advantages of Using AI in Strategic Planning



- High engagement
- Includes stakeholders
- Weaknesses and threats are reframed
- Shared vision
- Rewards and recognition systems
- Results oriented AND co-constructed at the same time!
- People buy-into something they have helped to create





The Appreciative Inquiry **SOAR** approach focuses on the positive future of the organization and its people

## Strengths

What are we most proud of as an organization? How does that reflect our greatest strength?

## Opportunities

What are the top three opportunities on which we should focus? How can we reframe challenges to be seen as exciting opportunities?

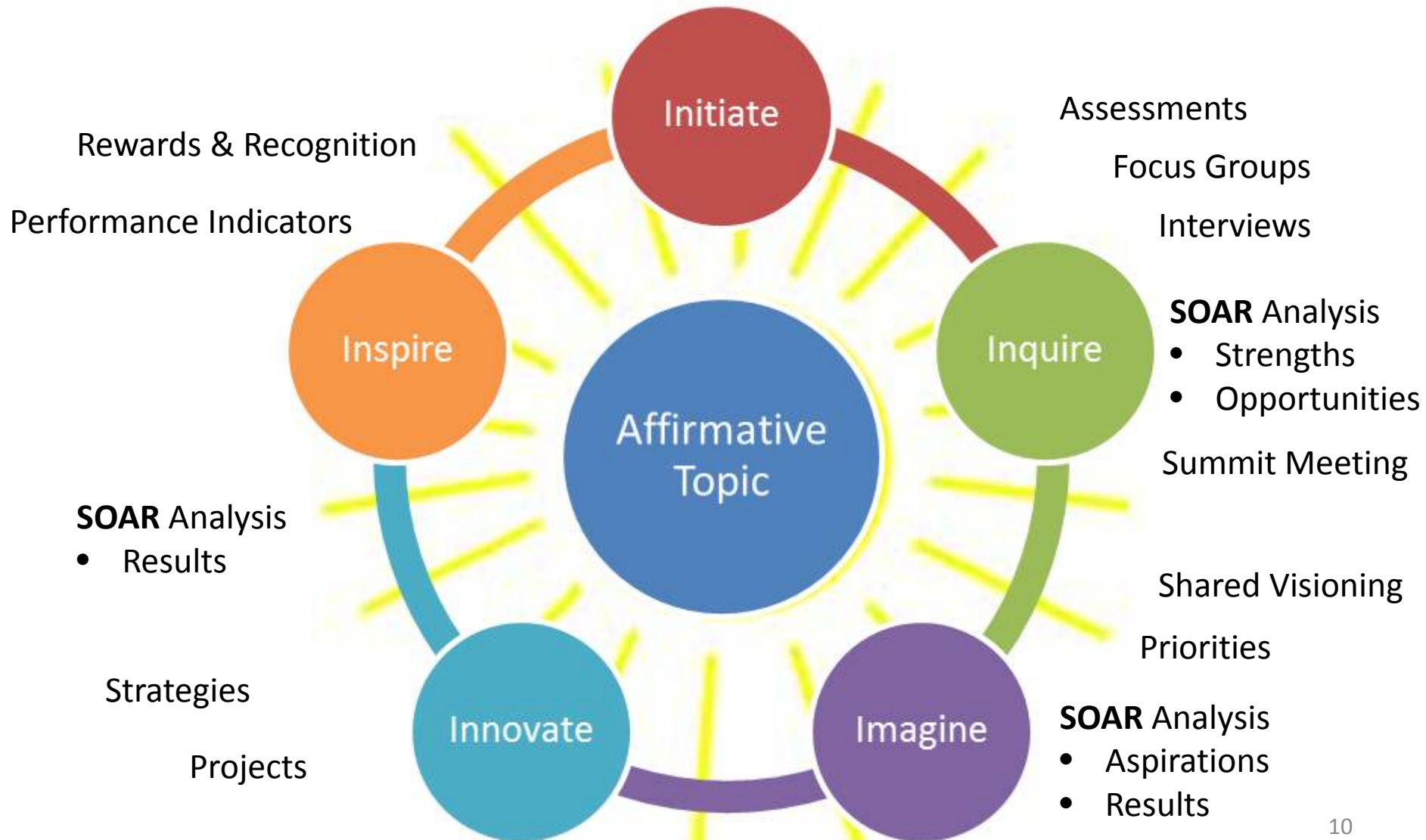
## Aspirations

When we explore our values and aspirations, “what are we deeply passionate about?”

## Results

What are the measurable results that would indicate we are on track to achieve our objectives?

# Although using the same fundamental format, **SOAR** uses its 5 I's to define its AI version for Strategic Planning



# Initiate Phase – Choosing to SOAR



# Inquire Phase – Asking the SOAR Questions



# Imagine Phase – Creating a Shared Vision



1.

# Innovate Phase – Designing the Strategic Initiatives



## **BRANCHES & FRUIT**

- Effects, outputs, priorities
- The “fruits” of this opportunity

## **TRUNK**

- Affirmative Topic, or;
- Transformational Objective
- The opportunity you are studying to improve

## **ROOTS**

- Root causes, inputs, drivers
- What nourishes, supports this opportunity

In the **Inspire** (to implement) **Phase** – Going from Possibilities to Inspired Action





# Activity – Appreciative Interviews

## Instructions

1. Read the questions aloud to your partner as you go
2. Allow your partner some silence to think about the answer if required
3. Take some notes, listening for great quotes and stories
4. Encourage your partner with questions such as “what do you think was making it work?”, “how did you feel then?”, “tell me more about the circumstances that made that possible”
5. Let your partner tell his/her own story, please don't tell yours or offer opinions about your partner's experiences
6. Manage your time carefully (**10 min each**) so that each partner has equal time
7. Remembering that it's important to cover all the questions, but if your partner doesn't want to or can't answer a question, that's ok, let it go.



# Resources

We would like to thank the following sources for information contained within these slides:

1. The Centre for Development and Population Activities (CEDPA), Strategic Planning: An Inquiry Approach
2. American Society for Quality (ASQ), ASQ Service Quality Division Tools
3. Appreciative Inquiry Commons, AI Case Studies, MetroHealth – AI Strategic Planning
4. Innovation Partners International, Strategic Planning with Appreciative Inquiry: Unleashing the Positive Potential to SOAR
5. Jaqueline Stavros, David Cooperridder & D. Lynn Kelley, Strategic Inquiry, Appreciative Intent: Inspiration to SOAR, A New Framework for Strategic Planning
6. The Leadership Summit: Bold and Enlightened Naval Leaders at Every Level Forging an Empowered Culture of Excellence, United States Navy
7. David Cooperrider and Diana Whitney, Appreciative Inquiry
8. Jacqueline Stavros and Gina Hinrichs, The Thin Book of SOAR: Building Strengths-Based Strategy

# Thank You

We hope that you enjoyed this presentation. If you have any additional questions or would like to learn more, we are more than happy to share - visit us at our exhibition booth in the booth area.



John F. Thomas, MENG, MBA, CMA  
Licensed Excellence Canada Associate  
President, JFT MCI  
Tel: 613-692-1391  
Fax: 613-692-1396  
Cell: 613-291-2741  
Email: [johnfthomas@rogers.com](mailto:johnfthomas@rogers.com)



Michael Hart, ASQ CQE, CQA, CQM/OE  
Licensed Excellence Canada Associate  
President, HUMAN  
Tel: 613-297-6362  
Fax: 613-253-8289  
Email: [mhart@human.ca](mailto:mhart@human.ca)  
Website: [www.human.ca](http://www.human.ca)