



Canadian Public Sector Excellence Network /  
*Réseau de l'excellence dans le secteur public du Canada*

# Communities of Practice Using Appreciative Inquiry To Get Started

Facilitators:

Édouard Larocque

John Thomas

# What do we Mean by Communities of Practice (COP)?

- A Community of Practice is a group of practitioners with a common sense of purpose who agree to work together to:
  - solve problems;
  - share knowledge;
  - cultivate best practice; and
  - foster innovation.

# Examples of Existing CoP's

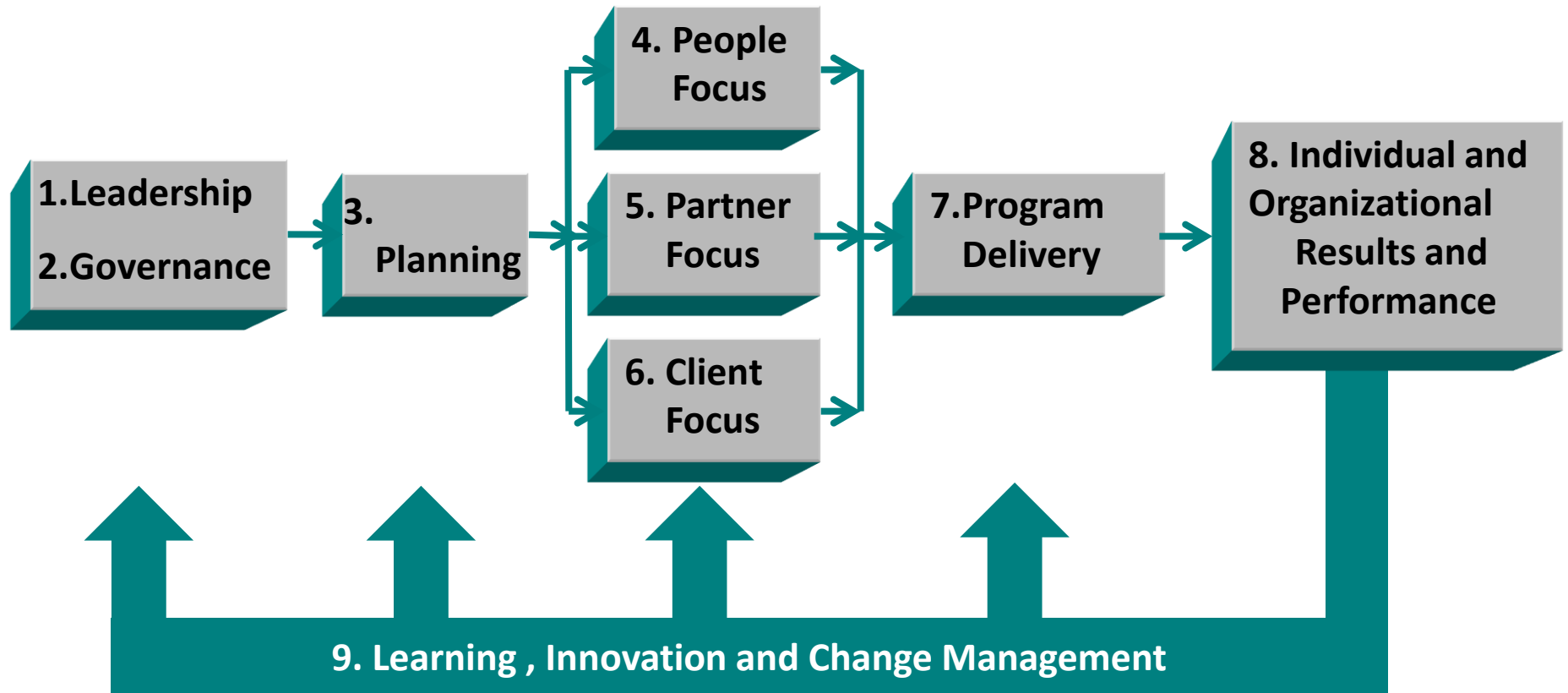
- Integrated Planning and Project Management – CoP
  - Sub-committee on development of a “Scalable Project Management Competency Development Model”
- Emergency Management & Business Continuity – CoP
- Departmental Security Officers – CoP

Across the Federal Government there are also a number of Inter-departmental Working Groups functioning similar to a CoP, E.g.

- Inter-Departmental Risk Management Integrated – WG
  - Sub-committee on development of generic (Enterprise level) KRI's
- Inter-Departmental Performance Measurement – WG
- DM's Emergency Management – WG
- ADM's Emergency Management – WG
- D.G.'s Emergency Management - WG



# What do we mean by “Integrated Management Framework”?



# Introduction of Appreciative Inquiry (AI) Process

- AI should be used when you aren't merely correcting deviations in a process, but when you are looking for something innovative
- Individual interviews, team analysis, whole group prioritization
- The significance of an appreciative interview—it focuses on what's best, not what's broken
- The need to share stories and details so others can learn from best practices
- Information about the “ideal future” is obtained through interviews based on questions and dialogue about strengths, successes, values, hopes, and dreams and this will lead to an “ideal solution

# APPRECIATIVE INQUIRY INTERVIEWS

## **We have 10 min for each interview (20 min total)**

1. Select a partner in your team- somebody that you don't know well
2. Both of you read the interview questions
3. Allow your partner some silence to think
4. Take notes, listening for great quotes and stories
5. Encourage your partner with questions
6. Let your partner tell his/her story
7. Manage your time carefully
8. Then switch places

# AI QUESTION FOR INDIVIDUAL INTERVIEWS

## Imagining the future for Integrated Management:

- You have always been interested in management practices and learning to be the best that you can be.
- You come into work on Monday morning and realize that 10 years have passed since you left work “last Friday”
- When you look around and talk to your colleagues and clients, you find that everything you ever wanted, in the area of an integrated approach to management practices, is in place
  1. What are the key elements of management practices that have been put in place?
  2. What is it about the situation that you most value?
  3. What were the key steps they took to put this in place?
  4. Without being humble, how did you contribute to this success?

# IDENTIFY ASPIRATIONAL TITLE

1. We now want to identify an **Aspirational Title**
2. The Aspirational Title should focus on what you want to see grow and flourish in this COP
3. They also suggest qualities of the topic that are most desired in this COP
4. Title is: positive; desirable; stimulates learning; and stimulates conversations about desired futures
5. Some Suggestions from Participants
  1. *Working Together To Provide the Best in Integrated Management*
  2. *Making the Impossible possible*
  3. ***Realizing Excellence Through Integrated Management- Voted as Best Title***
  4. *Think Together-Work Together*
  5. *Integrated management-Building the high Functioning Team*
  6. *Power up Performance*
  7. *Smart Budgeting*
  8. *Excellence through U*
  9. *Turning Managers into People*





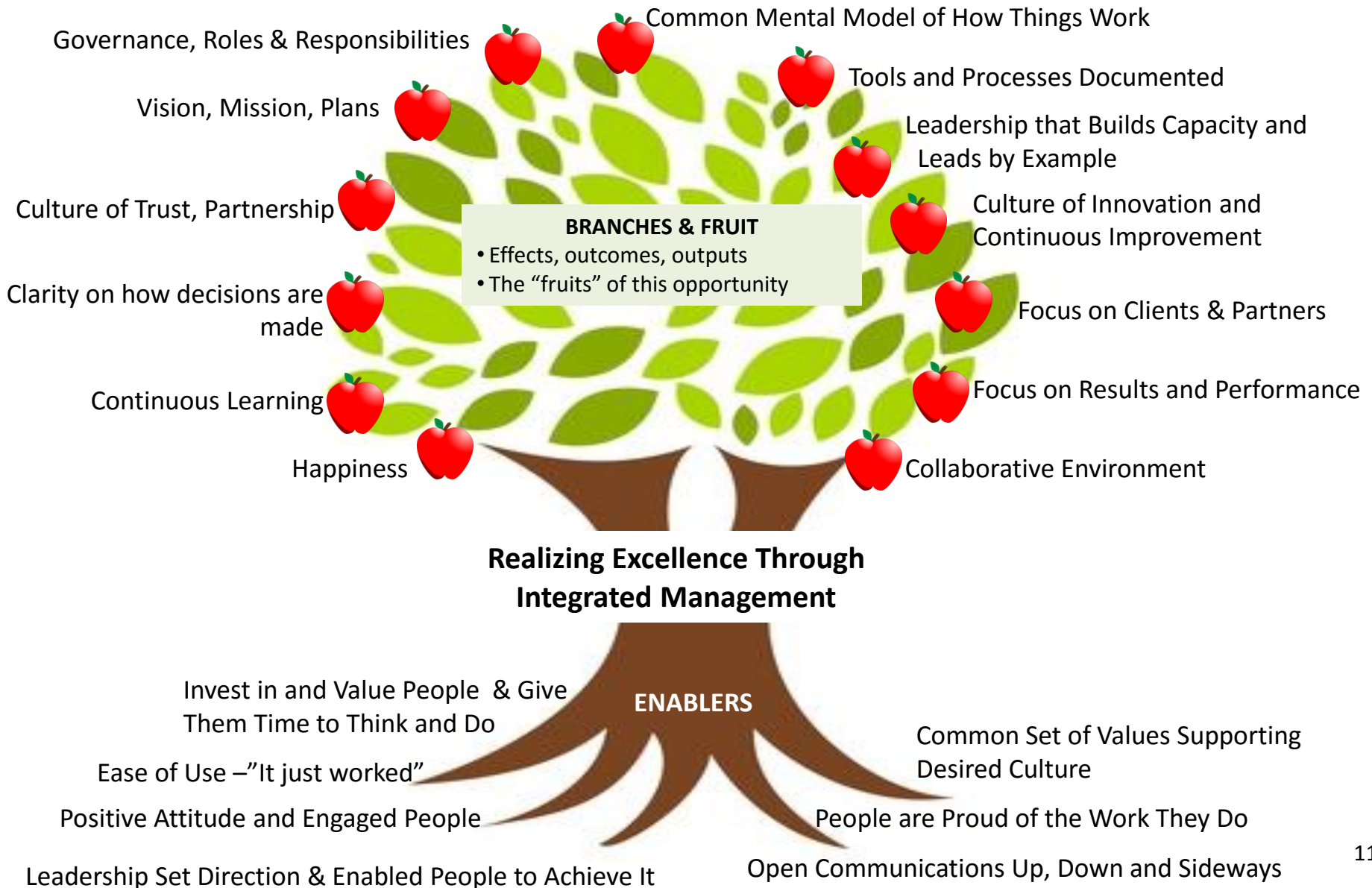
# TEAM ANALYSIS OF YOUR DREAM STATE - YOUR CREATIVE ACTIVITY

1. Come together as a team of 8 people
2. Take up to 2 min each
3. On a round-robin basis, participants share highlights from their interviews. People present their partners (not their own) story. Focus primarily on great stories and inspiring best practices and ideas that you heard.
4. The Team Identifies Common Threads and Themes that emerge

# WHOLE GROUP PRIORITIZATION TO IDENTIFY KEY ATTRIBUTES AND ENABLERS

1. Come together as a complete team of all participants
2. Take 20 minutes
3. Decide on your key outcomes/benefits that you want to see in the future idealized state
4. What were the major enablers that had to take place to reach this state

# ACTION TREE TO IDENTIFY ATTRIBUTES OF INTEGRATED MANAGEMENT



# WRAP-UP AND NEXT STEPS

## The Final Action Tree

- Common Themes
- Aspirational Title
- Enablers

## Next steps:

- Time line to share outcomes of the session online CPSEN
- Tentative next COP meeting and possible agenda
- Signing up to participate in community of practice