

What is an Appreciative Inquiry?

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It's an approach for creating and sustaining change that focuses on what's working well and seeks to build on this, instead of a more traditional focus on problems and weaknesses.

This approach doesn't pretend there are no real or challenging problems, but it asks you to look at them and redefine them in a way that generates a number of positive possibilities. So instead of starting with 'what's the problem' and looking for fixes it starts with 'what's already working' and how can we build on

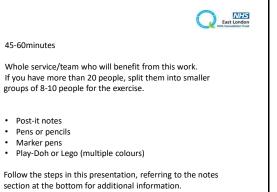
The 5D Model:

- Define What is the topic of inquiry? It is important to define the overall focus of the inquiry (what
 the system wants more of). Definition is used to clarify the area of work to be considered. Definition
 defines the project's purpose, content, and what needs to be achieved. In this phase, the guiding
 question is, "What generative topic do we want to focus on together?"
- Discover Appreciating the best of 'what is' Discovery is based on a dialogue, as a way of finding
 'what works'. It rediscovers and remembers the organization or community's successes, strengths and
 periods of excellence.
- Dream Imagining 'what could be' Imagining uses past achievements and successes identified in
 the discovery phase to imagine new possibilities and envisage a preferred future. It allows people to
 identify their dreams for a community or organization; having discovered 'what is best'. They have the
 chance to project it into their wishes, hopes and aspirations for the future
- Design Determining 'what should be' Design brings together the stories from discovery with the
 imagination and creativity from dream. We call it bringing the 'best of what is' together with 'what
 might be', to create 'what should be the ideal'.
- Deliver/Destiny Creating 'what will be' The fifth stage in the 5Ds process identifies how the design is delivered, and how it's embedded into groups, communities and organizations.

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This is background information for you to read through as you prepare.

Short 5 minute overview of the method is available from here: https://appreciativeinquiry.champlain.edu/learn/appreciative-inquiry-introduction/5-d-cycle-appreciative-inquiry/



This is information on what you need to run the exercise.

Time needed:

Participants:

Materials:

How to do it:

45-60minutes

Post-it notesPens or pencils

Marker pensPlay-Doh or Lego (multiple colours)



Define



We are going to be working on Enjoying Work as a team, an opportunity to improve staff satisfaction and wellbeing.



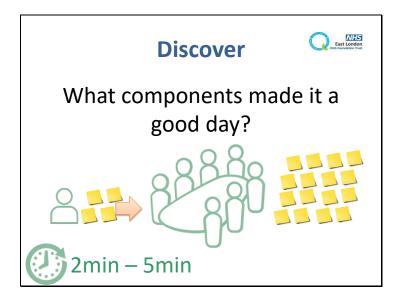
State the purpose of this exercise - i.e. to draw on the strengths of the team in order to kick-start the Enjoying Work project.



Ask everyone to write down on a post-it note what matters to them then share that with the person sitting next to them



Ask them to go to a different person in the room and share one memorable good day they had at work.



(2minutes) Ask each person to write, in silence, one idea per post-it note answering the question "What components made it a good day?". (For more information about this step visit this page: https://qi.elft.nhs.uk/resource/nominal-group-technique-ngt/)

(5 minutes) Then ask the people to randomly stick their post-it notes on a table or flipchart paper.

After that, ask them to start to group these ideas into themes, in silence, and them discuss how to label these themes. For more information about this step visit this page: https://qi.elft.nhs.uk/resource/affinity-diagrams/)

Dream



Visualise, using Play Doh or Lego, a symbol of the team if everyone had a good day everyday.

Then, give your creation a descriptive name.



Encourage everyone to get involved in discussing and designing a visual representation of what it would be like or feel like if everyone way having a good day everyday.



Share you creation with the rest of the room – What is it's descriptive name.



At the end of it get someone to summarize what you have created. If working in smaller groups, get each group to report back to the others.

Capture this moment! Take a picture or place the symbol somewhere where the team can see it regularly.

Design



- 1. Who should be part of the QI Project team to coordinate this work for the team?
- 2. How should the project team involve and engage the rest of the team?
- 3. Confirm or appoint Project Lead, Data Champion, QI Coach, QI Sponsor.

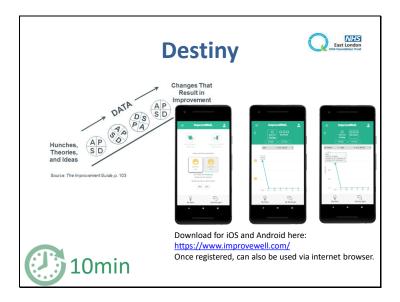




Have a conversation as a team about what you would need to do to achieve what is represented by your team's creation and make the 'components of a good day' a part of everyday.

Invite team members to join the project team and help coordinate delivery of the team's vision.

Save the post-it notes and the themes that emerged to help you put together a Driver Diagram.



Share with the team that you are going to start with baseline data collection for 4 weeks to get a sense of things are before starting to make changes. This will inform the changes you can start to test and help assess the impact of those changes. The data will be collected via:

- The Good Day Measure in the ImproveWell app. This one question survey will completed daily by answering 'Mostly Yes' or 'Mostly No' to the question 'Have you had a good day today?". People can also give free text feedback of up to 5 words about why they had a good or bad day. The responses are anonymous. On the app they can see their Good Day chart over time and that of their team. The project team will collate the free text responses and also use them in designing an aim and a Driver Diagram. The project team will regularly share the aggregated responses with the rest of the team. Take the opportunity to get everyone to download the app on their work and/or personal android or iOS device. Registration instructions and videos for this are available from the QI team (elft.gi@nhs.net).
- Pulse Survey in the ImproveWell app. This will be collected every 3 months and will help
 gauge how the team are doing against several dimensions such as Engagement,
 Empowerment, Management and Leadership, Values, Roles, Resources,
 organisation values and support from colleagues. Responses will be anonymous.
 The project team will feedback the collated data to the team and use it to design an aim
 and a Driver Diagram.

Share with the team that after baseline data collection, all the information from the Appreciative Inquiry, Good Day measure and Pulse survey will be used to decide on an aim and to develop a Driver Diagram. Following this you can start testing some changes, starting with small-scale testing and ramping up the testing as you build your degree of belief in the changes being tested e.g. testing with one person on one day, then 3 people etc.