An Introduction to Using an Appreciative Inquiry Model to Lead Transformational Change in Healthcare Settings
Classic Change

A successful transformation requires employees to feel ownership for the change.

Change? What change?

Is there something we don't know?

It's important that everyone has clear roles and responsibilities.

What are you trying to tell us? Should we stop working on our projects?

I'll keep you engaged and energized with my clear communication.

And as your leader, I will role-model the desired change.

If he's our role model, I guess we need to act like morons who can't communicate.

I need new people.
Appreciative inquiry as a solution to organizational culture change

Activity:
Think about a situation when everyone rallied around a problem or issue.
- What roles did people assume?
- What contributions did they make to solve the problem?
- What happened to the team? (people remember this for many years)

Appreciative Inquiry enables people to appreciate, to be innovative, and to be positive... even in a negative or difficult situation
RELATIVE TRUTHS of Changes in Healthcare

Change: Relevant truths

Change is hard!

necessary

Change is inevitable. Change is constant.

HELLO
my name is

Opportunity
Change Leadership versus Change Management

Change Management
Set of basic tools, structure to keep the effort(s) under control

Change Leadership
The forces, visions and processes that drive change or transformation
Change Leadership Using Appreciative Inquiry

1. Articulate a vision of the future
2. Mobilize resources needed
3. Put an engine on the whole change process

Change Management
- Keeping changes under control

Change Leadership
- Supporting change to transform the business
Why is a Theoretical Model Needed? The most important slide

Why do 70% of change initiatives FAIL?

Change Failure

- Inadequate Resources: 14%
- Misc. Obstacles: 39%
- Leadership Behavior: 14%
- Employee Resistance: 33%

Why is Appreciative Inquiry the Best Model to deal with change?

It is the only change management model that addresses the PEOPLE instead of the PROBLEM.

Most models address the obstacles, which always exist, but are not the reason change initiatives fail.
AI is based in Social Conformity and Social Constructivism

Unless every single person leaves, you will not be able to change culture... unless you use social conformity to your advantage.

Transformational Change

• Needs to be sustained
• Changes the attitudes and beliefs of the people
• Is not project based or driven; rather is ongoing and consistent
• Is required in order to be a learning organization
<table>
<thead>
<tr>
<th>Traditional Change: Organizing a problem to be solved</th>
<th>Appreciative Inquiry: Organizing a mystery to be embraced</th>
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</thead>
<tbody>
<tr>
<td>Identify the problem (usually reactively)</td>
<td>Valuing the Best of What Is (Appreciating)</td>
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<tr>
<td>Analysis of the Causes</td>
<td>Envisioning What Might Be</td>
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<td>Analysis of Possible Solutions</td>
<td>Dialoguing What Should Be</td>
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<td>Action Planning</td>
<td>Innovating What Will Be</td>
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So What is APPRECIATIVE INQUIRY (AI)

Problems and myths with current failed beliefs r/t change:
- Belief in the power of problem solving to change organizations
- Belief in the power of naming problems to produce change
- Belief in the power of instruction or education to produce change
- Belief that emotions are problematic
- Belief in the power of criticism and fear to motivate change
- Belief in the power of separating elements to enhance clarity and produce faster change
- Belief that one person has the right answer to a problem

AI is the study of what gives life to Human Systems when they function at their best.

AI suggests that human organizing and change at its best is a relational process of inquiry, grounded in affirmation and appreciation.

(Whitney and Bloom, 2016)
What is AI?

Traditional change management: What is the problem and how do we fix it?
- If we only look for the problem, you will only find more problems to fix
- Traditional focuses on the negative... and soon, people in organizations that require lots of change begin to believe that they are the bad or problem in the organization (sometimes they are)

AI:
- Recognizes that there are always barriers to change.
If you focus on the barriers and try to fix all the barriers as part of the change, you will become immobilized and never achieve the desired change
The AI Change Process

DEFINITION
Topic to work on

DISCOVERY
What’s already working?

DELIVERY
Action planning

DREAM
Overall vision

“Positive Core”

DESIGN
Options to make it happen
So What is Appreciative Inquiry?

Problem Solving  →  Appreciative Inquiry

- Analysis of causes
- Leading with answers
- Blame and division
- Analysis of possible solutions
- Top-down approach

Fixing a Problem

- Appreciation of what’s working
- Leading with questions
- Ownership & collaboration
- Envisioning what might be
- Open conversation

Leveraging the Positive
What to Expect

Meaningful Change Takes Time and Dedicated Effort

1. Status quo/old way
2. Realization/sense of urgency
3. Resistance
4. Period of Disruption
5. Searching
6. NEW Understanding
7. Internalizing
8. New Way/Sustainable Results

Abandon
Change Based in AI Succeed

• It enables people to be positive... even in a negative situation (Think about the team building that occurs when people rally around an issue or situation)

• Complacency is not allowed or accepted

• All values and ideas are analyzed- everyone participates and everyone is heard

• Everyone understands the power of the vision, and it is communicated effectively and consistently

• Not letting inevitable obstacles block forward movement

• Short term wins are created and celebrated

• The goal is not to change a “thing” but to change the culture, so future “things” that need change leadership never appear

• AI builds relationships and de-emphasizes role
Where to go from here? How in the world can I use AI?

This was intended to introduce the AI process...

1. There are now hundreds of resources about AI
2. There are certification programs and courses for AI
3. AI is easy to try and hard to mess up
4. AI Commons is terrific, as are the multiple books and articles written by Lewis, Cooperrider, Whitney, Trosten-Bloom (and even a few by Boucher😊)

Feel free to reach out to me (or any of the AI practitioners) for questions
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