



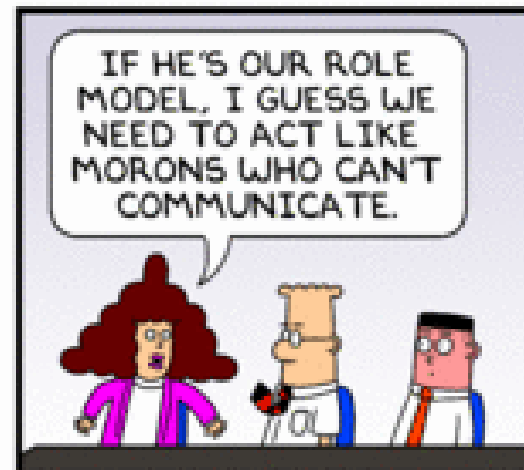
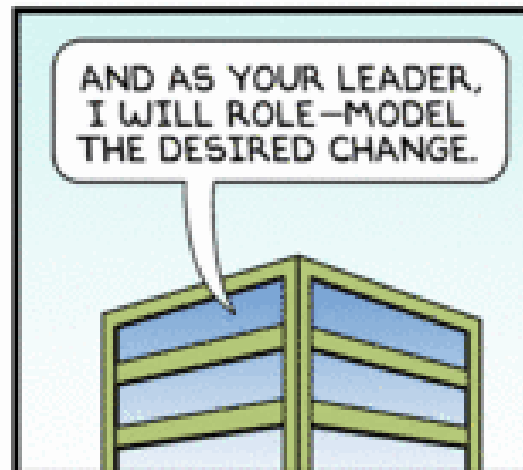
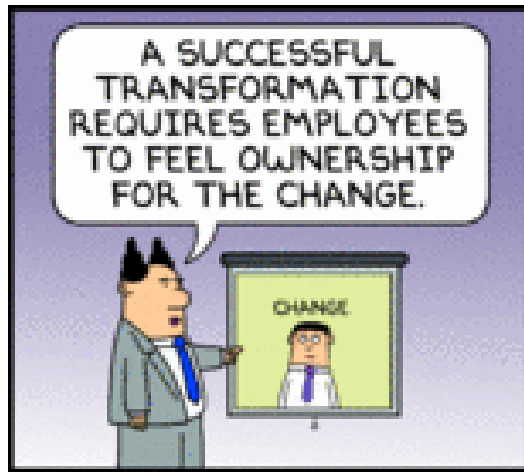
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# An Introduction to Using an Appreciative Inquiry Model to Lead Transformational Change in Healthcare Settings

Appreciative Inquiry - 2019 OMNE

# Classic Change



# 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



necessary

Change is inevitable.  
Change is constant.

Benjamin Franklin



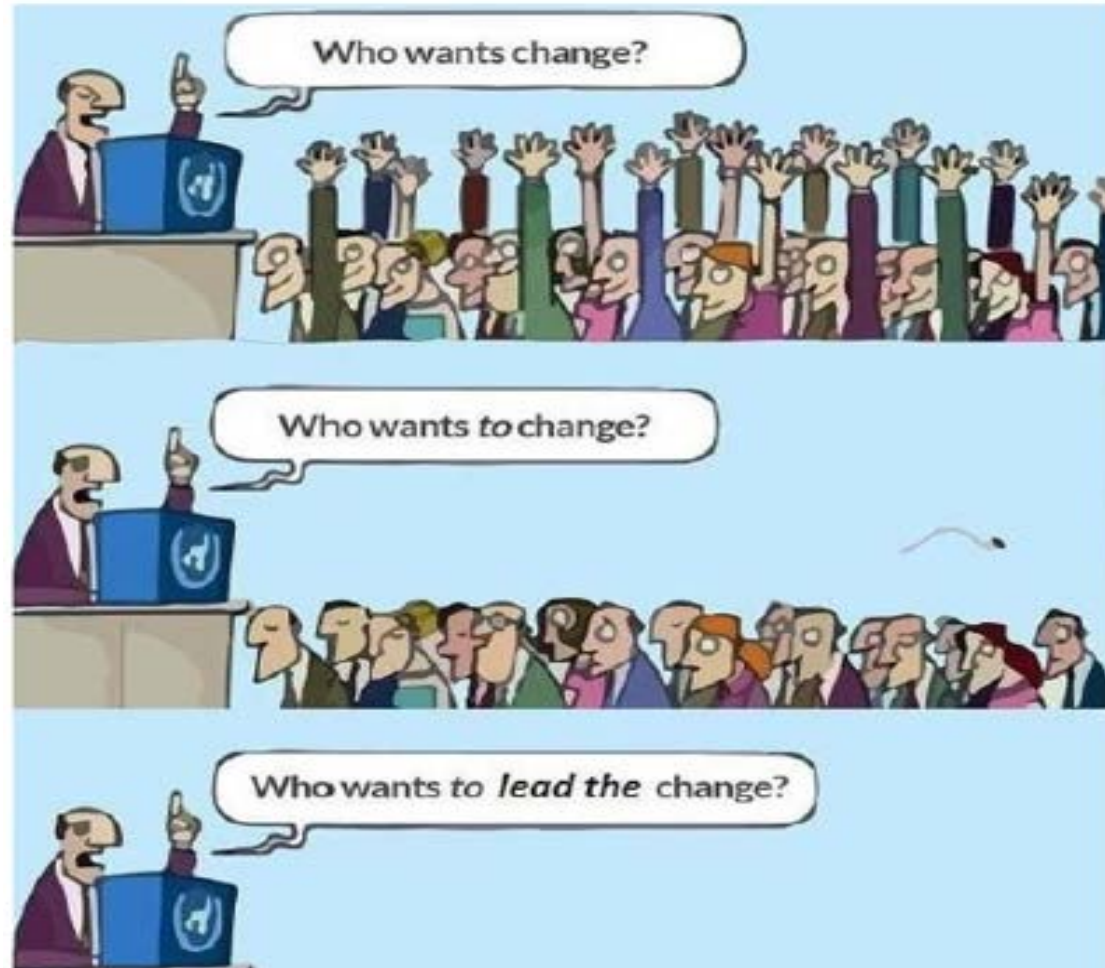
# Change Leadership versus Change Management

## 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

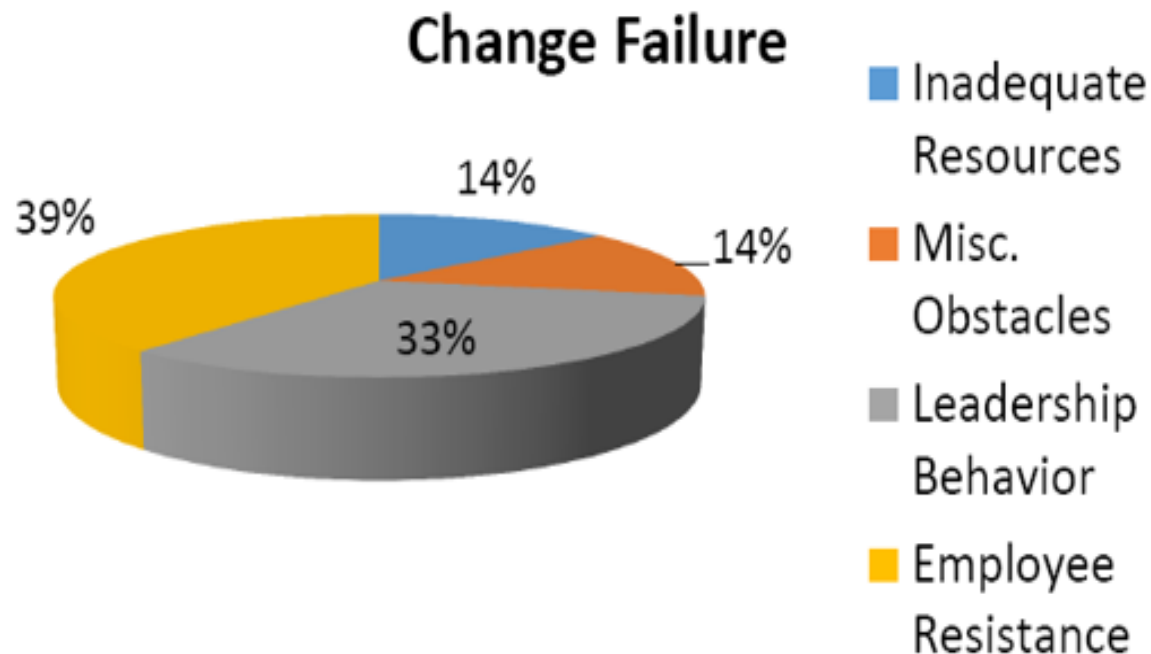


# Change Leadership Using Appreciative Inquiry



# Why is a Theoretical Model Needed? **The most important slide**

## Why do 70% of change initiatives **FAIL?**



## 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.**

# Why is a Theoretical Model Needed?

## 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**



# Appreciative Inquiry

Traditional Change: Organizing a problem to be solved

Identify the problem (usually reactively)



Analysis of the Causes



Analysis of Possible Solutions



Action Planning

Appreciative Inquiry: Organizing a mystery to be embraced

Valuing the Best of What Is (Appreciating)



Envisioning What Might Be



Dialoguing What Should Be



Innovating What Will Be

# 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?

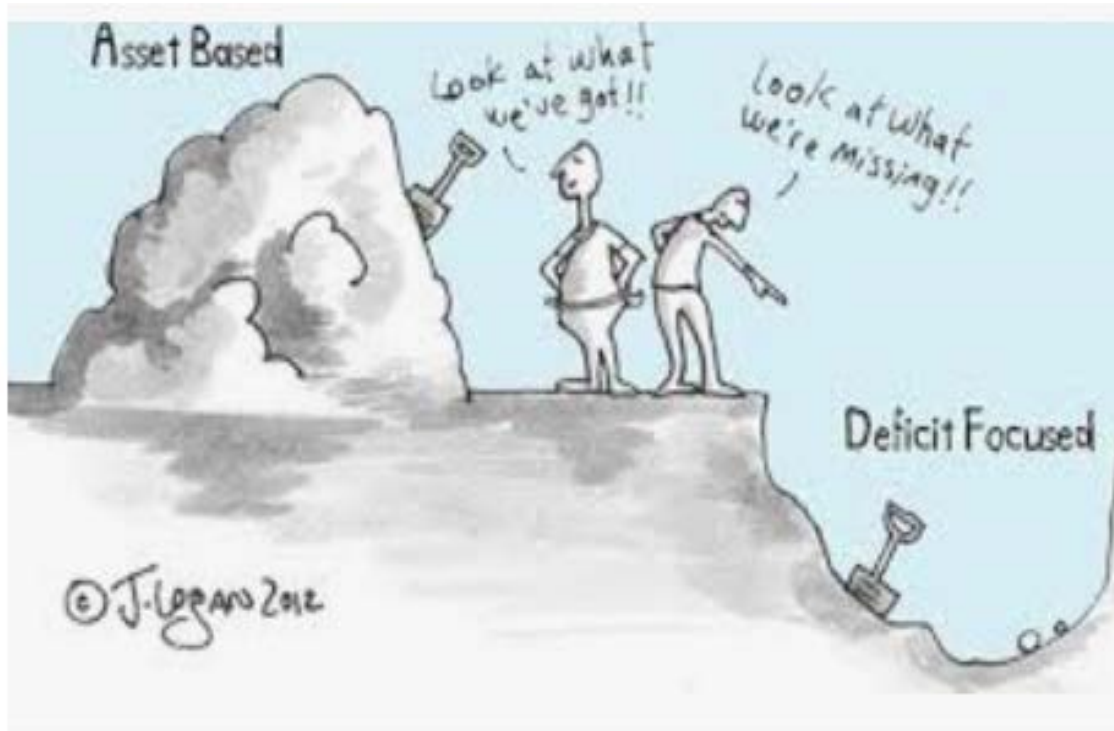
Traditional change management: What is the problem and how do we fix it?

- 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)

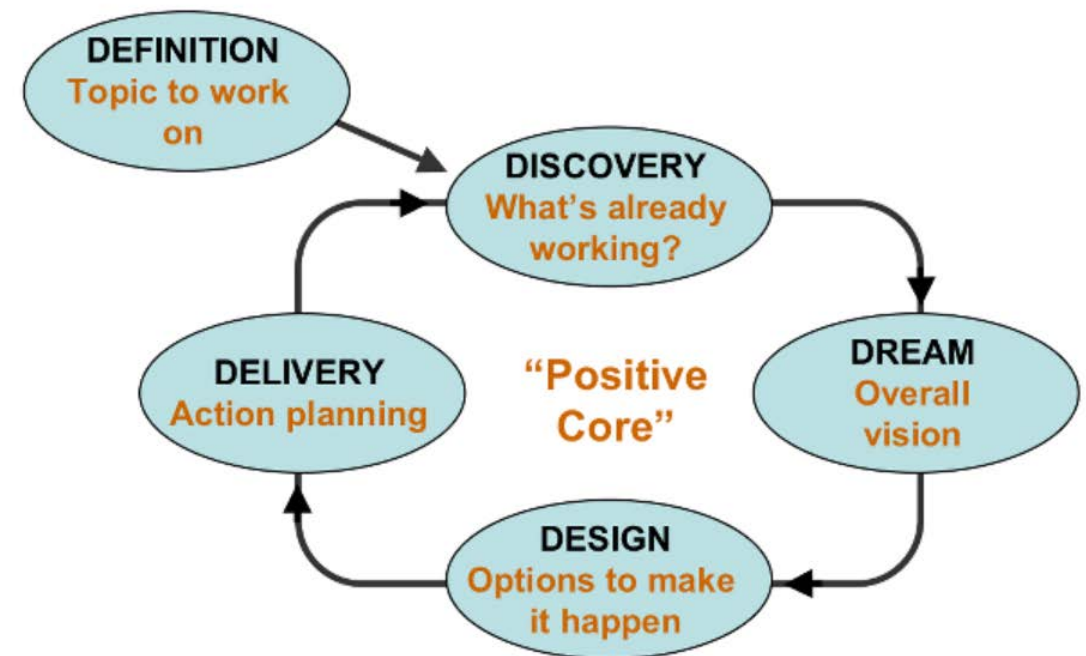
**AI:**

**-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



# 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

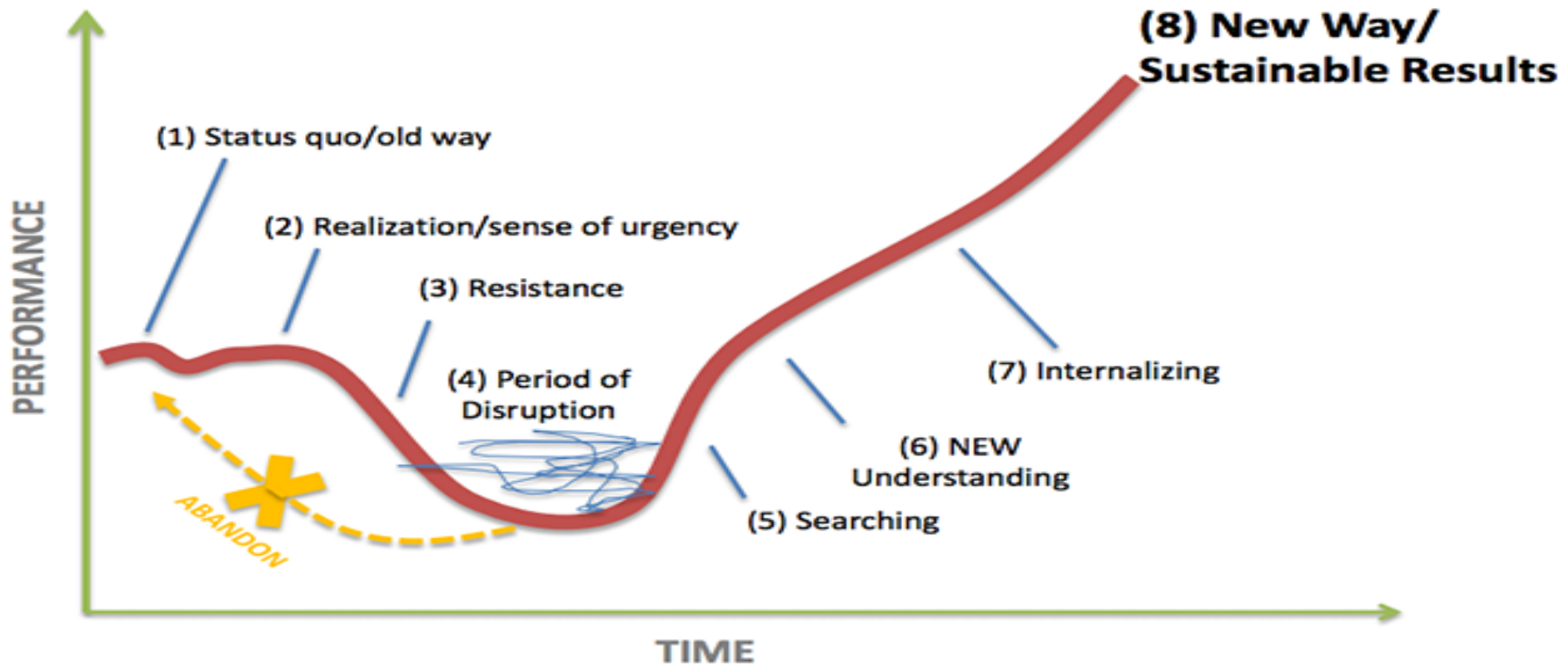
Fixing a Problem

- 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



# 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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