

APPRECIATIVE LEADERSHIP

Participant's Handbook



APPRECIATIVE LEADERSHIP



... Creating Possibilities

Appreciative Inquiry
for Higher Ground Leadership®

What is Appreciative Inquiry

The **WHOLE SYSTEM** participates – a cross-section of as many interested parties as is practical. That means more diversity and less hierarchy than is usual in a working meeting, and a chance for each person to be heard and to learn other ways of looking at the task at hand.

Future scenarios – for an organization, community or issue – are put into **HISTORICAL** and **GLOBAL** perspective. That means thinking globally together before acting locally. This enhances shared understanding and greater commitment to act. It also increases the range of potential actions.

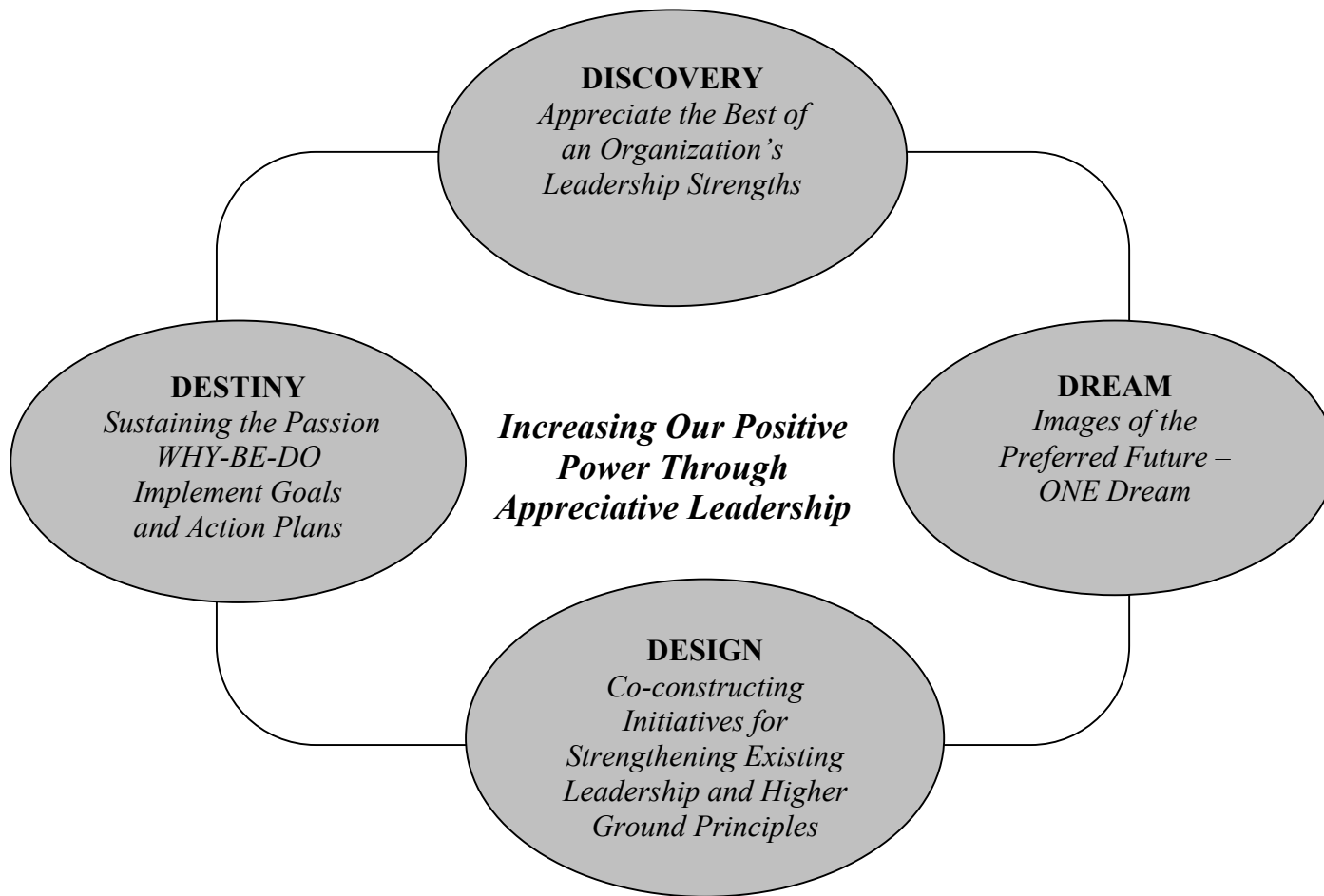
People **SELF-MANAGE** their work, and use **DIALOGUE** – not “problem-solving” – as the main tool. That means helping each other do the tasks and taking responsibility for our perceptions and actions.

COMMON GROUND and NARRATIVE RICH INTERACTION rather than “conflict management,” or negotiation as the frame of reference. That means honoring our differences rather than having to reconcile them, and searching for meanings, and direction in stories that honor and connect us to our “history as positive possibility.”

APPRECIATIVE INQUIRY (AI) – To **appreciate** means to value – to understand those things of value worth valuing. To **inquire** means to study, to ask questions, to search. **AI** is, therefore, a collaborative search to identify and understand the organization’s strengths, its potentials, the greatest opportunities, and people’s hopes for the future.

INSPIRED ACTION ON BEHALF OF THE WHOLE – Because the “whole system” is involved it is easier to make more rapid decisions, and to make commitments to action in a public way – in an open way that everyone can support and help make happen. The movement to action is guided by internal inspiration, higher ground leadership, and voluntary initiative. People work on what they share a passion about, what they most care about and believe will make the difference. Real change begins with the simple act of people acting on what they care about, in the context of a ONE Dream that matters.

Appreciative Inquiry “4-D” Cycle



Objectives:

- ◆ To ignite an organization's initiative to create an Appreciative Leadership culture and articulate the shared principles that will guide us as an organization now and into the future.
- ◆ To learn about and develop a shared understanding of the team responsible for the creation of an Appreciative Leadership culture and the initiatives and strengths required to inspire others.
- ◆ To advance an organization's initiative by aligning at a personal level and at an organizational level with purpose and principles.

What is Higher Ground Leadership®?

The work of the Secretan Center, Inc., called Higher Ground Leadership®, is not a “program”, it is a breakthrough leadership philosophy that empowers organizations to achieve a uniqueness not shared by most others—inspiration.

The underlying principles of Higher Ground Leadership®, outlined in Lance Secretan’s masterwork and latest best-seller, **The Spark, The Flame, and the Torch**, are:

1. Modern leadership theory is founded on the theories of motivation, but it is missing inspiration. People are yearning to be inspired and to work for inspiring leaders who build inspiring organizations based on meaning and fulfillment. To create inspiring organizations, leaders must first become inspired. This is The Spark.
2. Once organizational leadership has become inspired, executives are able to inspire others and the world. This is The Flame.
3. Just as important, is the role of organizations in our society to create a legacy—to mentor, lead, coach, teach, grow people and to ensure that what we build makes a difference and lasts. This is The Torch.

Higher Ground Leadership® transforms organizations through individual growth, and shares highly effective and practical tools for immediate day-to-day application. Higher Ground Leadership® focuses primarily on:

1. Developing leaders at all levels
2. Inspiring employees
3. Developing professionalism in conjunction with spiritual and values-centered renewal in internal functions
4. Reformulating and implementing strategies
5. Innovation, creativity and achieving breakthroughs
6. Developing talent and deepening relationships and internal cohesion and effectiveness
7. Creating powerful and exemplary customer experiences

*Source: The Secretan Center, Inc.
www.secretan.com*

Exercise #1 [Paired Interview: 60 minutes]

Discovery: (30 minutes for each interview)

Articulating the Positive Core of your Leadership (Strengths)

Appreciative Inquiry – Opening Conversation in Pairs

Note: Please use your 5 Dynamics report as a basis for your sharing. Please take brief notes, and use your skills as an interviewer as you listen and go deeper into your partner's experiences and stories.

Question 1: High Point Experience

One of the things that help to increase our capacity to execute is the personal excellence of each person who makes up the Leadership Team. As you look at your life, there have been many experiences that have helped nurture your own personal excellence as a human being, as a leader, and as a member of the Leadership Team. We'd like you to think of 1 or 2 moments that stand out as most memorable, as real high point moments that helped nurture and develop your personal excellence (your capabilities, your values, your consciousness, your team and leadership capacities, etc.) These moments might have been from a long time ago, before you came to PLC, or they may be a part of your learning and growth as you connected with PLC.

A. Please share the story of one or two of these high point moments in the development of your personal excellence.

- ◆ *Where did these moments take place?*
- ◆ *What happened?*
- ◆ *Who was involved?*
- ◆ *What were the key features that made these so powerful?*
- ◆ *What energies did you bring to the task at hand?*
- ◆ *How did you approach the tasks and processes?*
- ◆ *What did you learn about yourself and your energy flows?*
- ◆ *How did you inspire others?*

B. What 3 or 4 things do you stand for as a leader? What matters most to you? To discover your core leadership values, reflect upon the past few weeks or months at work and answer these questions:

- ◆ *What gives you the most satisfaction at work?*
- ◆ *When do you feel good about your work?*
- ◆ *What are others able to do as a result of your leadership?*
- ◆ *What do you value most about yourself as a leader?*
- ◆ *Why do people respect you as a leader?*

Self Management and Group Leadership Roles

Each small group (2+2+2) manages its own discussion, data, time, and reports. Here are useful roles for self-managing this work. **Leadership roles can be rotated.** Divide up the work as you wish:

DISCUSSION LEADER – Assures that each person who wants to speak is heard within the time available. Keeps group on track to finish on time.

TIMEKEEPER – Keeps group aware of time left. Monitors report-outs and signals time remaining to person talking.

RECORDER – Writes group's output on flip charts, using speaker's words. Asks person to restate long ideas briefly.

REPORTER – Delivers report to large group in time allotted.

Exercise #2 (2+2+2): [90 minutes]

Discovery: Leadership Strengths

Purpose: To appreciate and learn about the special experiences, resources, commitments, and unique attributes that attributed to the strengths of PLC Leadership. To discover the best of “what is” in others in order to envision a future of appreciative leadership and higher ground leadership culture grounded in a purpose.

- 1. Introduce the person you interviewed. Go around the table and introduce your interview partner to the group and share highlights from the high point story (Question 1 from Exercise 1).**

Question 1 – *High Point Story*

2. Recorder/Reporter listen for and prepare a 5 minute summary for the question 1 assigned to your group and share one compelling story that you heard.

- ◆ *As you listen respectfully, focus on the common themes that come up in the stories.*
- ◆ *Select one story that exemplifies the positive attributes of appreciative leadership. These positive attributes represent the 'positive core' – the strengths, relationships and the environment that appreciative leadership thrives on.*

3. What do you most value and appreciate about leadership in your current environment or workplace?

- ◆ *Which aspects of leadership should be shared and propagated and what would be the benefits of sharing those aspects?*

Exercise #3

Listening for Leadership Strengths & Opportunities

What are our strengths?	What are our opportunities for the future?

Exercise #4: [50 minutes]

Dream: PLC's Preferred Future in 2016

An Exercise in bold dreaming the Preferred Positive Core of PLC's Appreciative Leadership

Self-Manage: At your table, Select a Discussion Leader, Recorder, Timekeeper, and Reporter.

Tips: 30 minutes to create the *ONE Dream*; 10 minutes to present and discuss & 10 minutes to debrief.

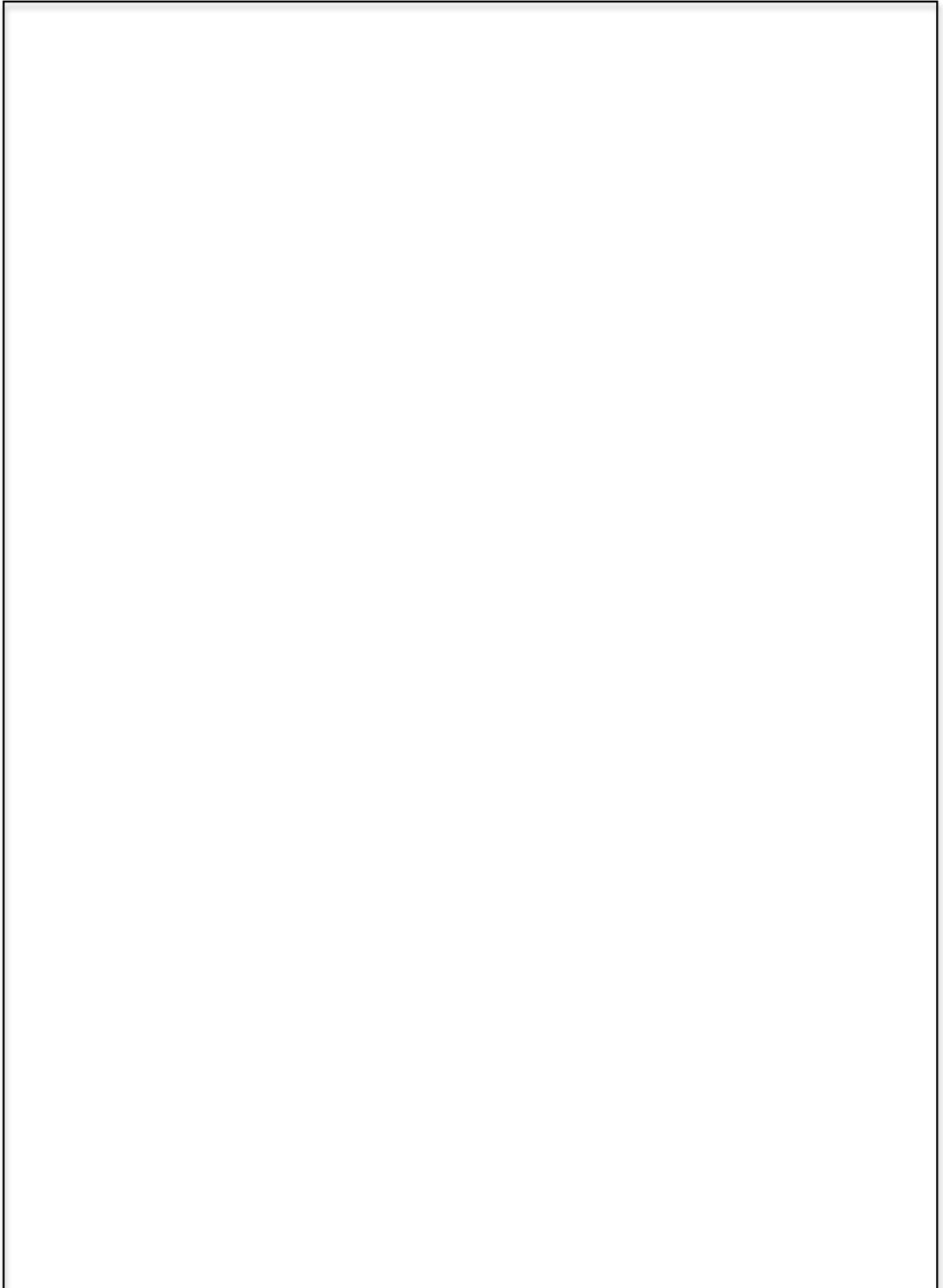
Question 2: PLC's *ONE Dream* in 2016

Imagine that while we are here together the world outside has somehow gone into "fast-forward." When you walk outside, you realize instantly that something dramatic has happened. There are cars in the parking lot that look nothing like the ones parked there this morning. The buildings in front of you are very changed. After a little detective work, you determine that it is the year 2016 and, to your immense relief, the world has changed in all of the ways you would most like it to be. Imagine that PLC has broken all industry records. People are lined up at the HR office to apply to work for the company.

1. Portray a scene from this future (a STAR Online special report? A New Straits Times feature? Newsweek feature? An Investor Relations News Highlights?)
 - What does it look like?
 - How did it occur?
 - What measures impacted this picture?
 - How did PLC magnify its distinctive capabilities and strengths? (Imagine examples of 1-2 real projects, actions, or innovations.)
 - Describe the Human Capital Innovations - New HR practices, and Relationships (Employees and PLC), Excellence in training, learning and development, etc.
 - How is PLC better?
2. Find the foundations (Permission Space) that are relevant to your *ONE Dream*.....all the energy freely available and offered to PLC from all constituents – where inspiration lies and is available to be harnessed. Constituents are all those who can affect the future of PLC and who can accelerate the realization of the *ONE Dream*.
3. Write your team's ***ONE Dream***.

4. Choose a creative way to present your *ONE Dream* - the preferred future based on the answers to the above questions. Prepare a **10-minute "portrayal"** as if it existed now – use as many members of your group as possible in the presentation.

ONE Dream: PLC in 2016



ONE DREAM

A **ONE Dream** is one that bridges the best of “what is” with your own speculation or intuition of “what might be”. It is inspiring to the extent to which it stretches the realm of the status quo, challenges common assumptions or routines, and helps suggest real possibilities that represent desired possibilities for the organization and its people.

Tips: To get started you may want to use the following:

“In 2016 PLC”

[your image of the ideal as it is happening right now]

Make sure that your ONE Dream is:

- **Desired** - Does it reflect what you really want?
- **BOLD** - Is it a stretch that will attract others?
- **Affirmative** - Is it stated as if it is happening now?
- **Grounded** - Are there examples that illustrate your dream as real possibility?
- **Inspiring** - Will it bring out the best in people, the organization and the customers it touches?

Examples of ONE Dream:

ATB Financial: *Changing Our World by Putting People First and Making Their Dreams Come True.*

Louisville: *The idea Capital of the World: Where Imaginations and Individuals Thrive.*

Note: The teams will vote for the most inspiring **ONE Dream** after everyone’s presentation.

ONE Dream



Exercise #5: [45 minutes]

Co-constructing Initiatives – Design

Self Manage: Select a Discussion Leader, Recorder, Timekeeper, and Reporter.

Purpose: To translate your **ONE Dream** into **Action**. To prepare and present your Group's proposals that relate to your identified areas for improvement.

1. Starting with the *ONE Dream*, formulate goals that can be achieved and will demonstrate that you are on your way to achieving your preferred future. Brainstorm goals – existing or undiscovered – that will need to occur to put you on a course to realize your *ONE Dream* for 2016. Determine the 3 goals, and the order of these goals, that best support the *ONE Dream*.
2. What are 3 action steps required to achieve each goal? What is the associated timeframe for your action plans? Agree on key action steps and scenarios for how to get there.
 - Identify how the action steps link into the organization's *ONE Dream*
 - Identify who would need to do what and by when
 - Identify expected outcomes and needed resources (Time, Money, Resources, etc.)

Guidelines for Goals and Action Steps:

- Does it support your *ONE Dream*?
 - Does it address/reflect the underlying concepts in your *ONE Dream*?
 - Does it help you realize your objectives?
 - Does it have metrics and timeframes associated with it?
 - How does it magnify your distinctive strengths?
3. In what functional areas or work groups do these action steps belong?
 - Who should own it? (Team or Department)
 - Is there an existing owner? (So you can build on existing strengths and structures)
 - Who should be responsible for executing?
 - Which stakeholders need to support it?
 4. Discuss and finalize your group's goals and action steps and prepare a presentation to the larger group. Address these issues in your 10-minute presentation:

- Name of area around which your group formed and the name of group members
- 3 goals:
 - Action steps per goal with timeframes
 - What will this recommendation do to help you realize your *ONE Dream*?
 - How does it help you realize your objectives?
 - How can you measure/observe successful deployment?

Exercise #5 (Continued)

Taking Action – Report Outs

Instructions: As other groups are presenting, use the space below to identify key thoughts and actions that impact you the most.



The Key Thoughts and Actions that impact me the most:

Exercise #6: [30 minutes]

Values-Centered Leadership® - The Vector

Individuals or groups must interact with each other in order to be effective and fulfilled. Using the principles of Values-centered Leadership® and the Vector as a guide, determine the degree to which you are demonstrating Mastery, Chemistry and Delivery in supporting the achievement of the Goals leading to the *ONE Dream*.

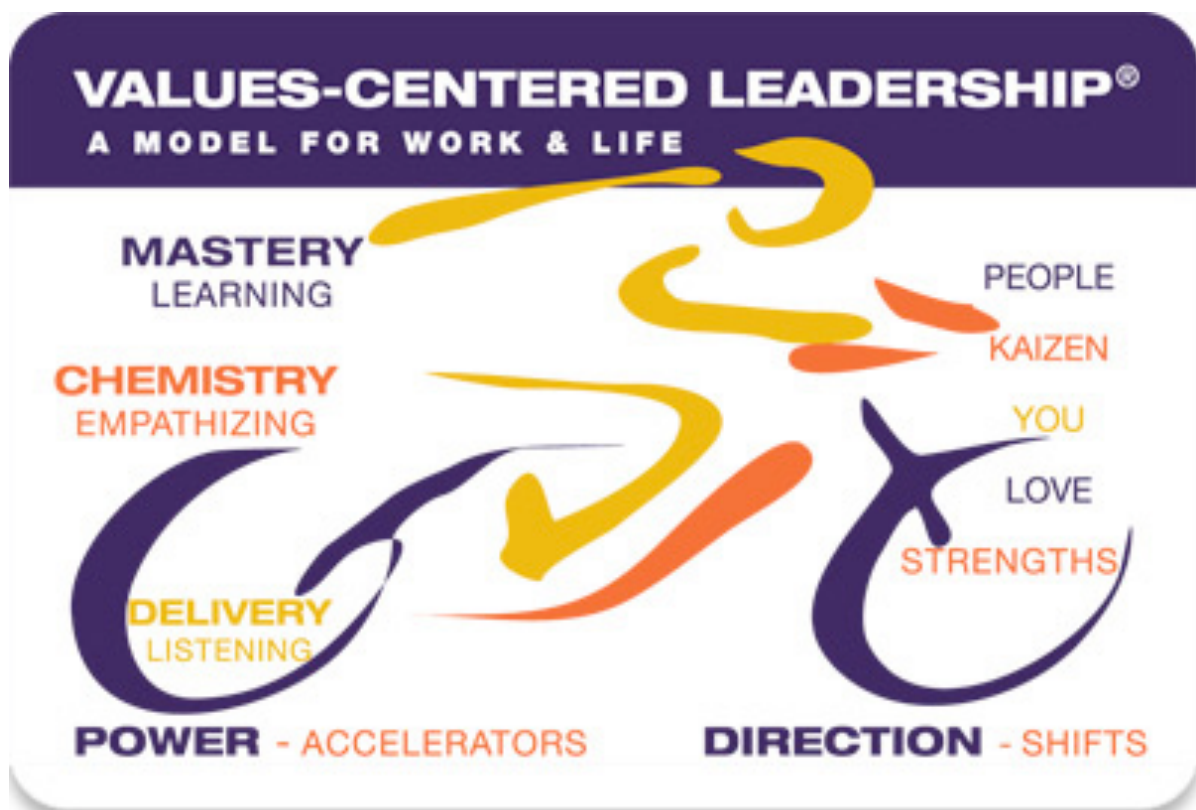
1. Give yourself a rating from 1 to 10 for each of the Primary Values.
2. Give yourself a rating from 1 to 10 for each of the Accelerators.
3. Subtract (A) from (B) to determine your Vector.
4. What does that tell you about yourself?

 THE VECTOR 				
THE PRIMARY VALUES	(A) SCORE 0-10	THE ACCELERATORS	(B) SCORE 0-10	VECTOR (B) - (A)
MASTERY Undertaking whatever you do to the highest standards of which you are capable		LEARNING Seeking and practicing knowledge and wisdom		
CHEMISTRY Relating so well with others that they actively seek to associate themselves with you		EMPATHIZING Considering the thoughts, feelings, and perspectives of others		
DELIVERY Identifying the needs of others and meeting them		LISTENING Hearing and understanding the communications of others		

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Individual Reflection:

1. What continuous learning is required to achieve your desired level of Mastery?
2. What current relationships might need attention?
3. How will you increase your ability to empathize and therefore build positive relationships with others?
4. Who are those whose needs are served by you? List them. Identify their needs.
5. How will you listen to the needs of all those you serve (your clients)?



Exercise #7: [45 minutes]

WHY-BE-DO

Most inspiring people have a clear inner knowing about their:

- Destiny (Why I am here on Earth)
- Cause (How I will be while I am here – what I will stand for)
- Calling (What I will do and how I will use my talents and gifts to serve)

We call this combination the “Why-Be-Do.”

Draft your WHY-BE-DO Statements with the help of the ***Inspire Workbook***. We will guide you along the way.

My Destiny Statement is:

My Cause Statement is:

My Calling Statement is:

Exercise #8: [45 minutes]

Destiny - Sustaining the Passion

Purpose: To link the strengths and development of each individual to the growth and development of the organization.

Introduction: One way to think about an organization is as a network of beliefs and conversations that move forward the purpose and the work of the organization. Each piece of that network is critical to the overall success, so the level of excellence of each individual is critical to the growth and success of the whole.

- A. Reflect for a moment on the social networks that make up the organization. In the space below draw a diagram that maps some of the most important of those networks – especially those that you touch in some way. There should be at least 15 to 20 (or more) key people identified in your map – people who are part of your work network or your communication network here at PLC.
- B. Pick 15 relationships from the network map above that you touch most often – that you add value to. Make a list of those 15 names on the following page. Ask yourself two questions about each name:
- When I look at my relationships with that person, how do I best add value to their work? How do I enhance their personal excellence? How do I bring out the best in them? How do I help create positive energy?

- b. What are three things that I can add (or do more of) to help strengthen that person's personal excellence / development and or organizational excellence?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

- C. Pick three people in the room who know you either from before today or from your work together today. Ask each of those people to write on an index card three observations they have about ways that you have added value to them or to a situation they have been in with you.

(If you are asked to provide feedback for some one else, try to be as specific as possible in describing the value they add.)

- D. Review all of the material you have discovered through your own reflection (15 people from part B) and through the written statements of others (card from part C).
- a. List the themes or patterns you notice in the ways you bring value to others.
 - b. Create three goals you have for your own personal growth and excellence for the future.

Themes / Patterns in the way I bring value to others:

Goals for my personal growth / excellence:

- E. At tables of six people, share the themes or patterns of the way you contribute to others as well as your personal goals for the future.

Exercise #9: [15 minutes]

Ambassadors for Success of PLC

Introduction: With your original interview partner, discuss the following:

1. Name the 3 most exciting or important things that happened at this Workshop.

- _____
- _____
- _____

2. How are you going to live and demonstrate the learning to others?

- _____

3. What one message will you communicate to ensure the success of PLC?

- _____

4. What about future commitments?

- _____

THANK YOU!

About BRIEF Academy



Our Pledge:

Everything we do is Solution Focused, Appreciative and Strength-based.

Our Dream:

The Solution Focused Capital of Asia where Individuals and Organizations Thrive on Strengths.

BRIEF Academy was founded with the passion and desire to make the strength-based Solution Focused (SF) Approach and Appreciative Inquiry (AI) work for each of our client and to spread the effective use of SF and AI in Asia.

BRIEF Academy works with many renowned solution focused practitioners around the world who are pioneers in the development of solution-focused ideas as they are applied everywhere. Our works are guided by intellectual heritage. Some of our partners and advisors include Dr Peter Szabo, Master Certified Coach and Doctor of Law from Solution Surfers, Switzerland and Dr Ronald Warner, Professor Emeritus at the Ryerson University and Adjunct Professor in the University of Toronto Psychology Program.

We also use best-in-class materials provided by experts like Marcus Buckingham (e.g. Strengths Essentials), Dr David Cooperrider (e.g. Appreciative Inquiry) and Dr Lance Secretan (Higher Ground Leadership®)

BRIEF Academy is the first coaching company to be certified by the British Institute of Learning and Development (BILD) and has been awarded the BILD Quality Mark.

Attainment of the BILD Quality Mark signifies that the British Institute for Learning & Development reviewed, recognizes, audited and endorses our company's ability and capability to deliver our products and services to a high standard.

The BILD Quality Mark shows that we are committed to Quality – by embarking on and satisfying the requirement of the British Institute of Learning & Development. BRIEF Academy is committed to assuring our clients of the high standard of products and services they can expect when engaging our organization.

Our coaching competencies also meet the standards of the ICF (International Coach Federation, USA), the AC UK (Association for Coaching) and the CCPC (Canadian Council of Professional Certification).



At BRIEF Academy, we offer:

- Appreciative Leadership
- Solution Focused BRIEF Coaching
- Appreciative Inquiry for Teams
- Coaching for High Performance
- Career Coaching & Talent Development
- Executive Coaching Services
- Stallion Strengths Program
- Sharpening Your EQ Edge
- Canadian Council of Professional Certification Program leading to the Certified Solution Focused Coach (CSFC) accreditation.
- ICF Accredited Coach Training Program in partnership with Solution Surfers, Switzerland, leading to the Professional Certified Coach (PCC) credential.
- Personality Profiling & Assessments (Extended DISC, Linkage LAI™, EQ-I 2.0™, OPQ32, VIA PRO, etc)

For more information about our offerings, please contact:

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