

Welcome to Day 3!!

- ▶ Moving from Discovery to Dream and Design
- ▶ Sense making from data and experiment in design – building provocative propositions.
- ▶ The Navy Summit
- ▶ Destiny as Improvisation
- ▶ Working with groups in conflict – generative metaphor

Welcome to Day 3!

- ▶ From Discovery to Dream and Design



Appreciative Inquiry *“4-D” Cycle*

Discovery
“What gives life?”
(The best of what is)
Appreciating

Destiny
“How to empower, learn,
and adjust/improvise?”
Sustaining

Affirmative
Topic Choice

Dream
“What might be?”
(What is the world calling for)
Envisioning Results

Design
“What should be--the ideal?”
Co-constructing

What do we mean by “Design” ?

Both a product and a process

As a verb...“to design”...Is to invent, to innovate, to conceive and to make choices - about the purpose, principles, roles, processes, practices and structures which will house, support and give life to the organizations members and the dream they have created.

As a noun, “the organization design” ...Is the set of choices we have made about the above.

Designing for Innovation

A time for the creation of new forms, new containers, new practices and even new directions which embrace and are infused by the positive core unearthed in Discovery and imagined in our Dream.

A time which calls forth and even demands the spirit of invention and pioneer action so long dormant in many organizations.

Does "Design" matter?

**" First we shape our structures and then
our structures shape us "**

Winston Churchill



Does Design Matter?

“ Most people spend 50% of their time not just doing their job but fighting their own institutional bureaucracies ”

Dee Hock, Founder, Visa International

Does Design Matter?

“ All systems are perfectly designed to achieve the results they are currently achieving”

Principles for design

Inclusion principle

When the whole system and its voices (i.e.- all levels, functions, key stakeholders) are in the room, the richer the conversations and the greater the possibility for true innovation.

Principles for design

Continuity principle

Building on successes of the past provides hope, energy and confidence in our ability to create the world of our dreams

Design as ongoing improvisation

Design as improvisational and ongoing

All “designs” are “best bets” about what will work in a given environment. Regular cycles of inquiry are needed to deepen the understanding of what is working and to stay in tune with the environment. A sense of “it's never done” is core to the always emerging, continuous quest to discover the best alternatives.

Provocative Propositions

- ▶ Are exciting
- ▶ Are provocative – they stretch and challenge
- ▶ And are a realistic stretch
- ▶ Are desired (they represent our highest hopes)
- ▶ Represent constitutional beliefs (“we hold these beliefs to be self-evident. . .”)
- ▶ Describe what is wanted in positive terms
- ▶ Are written in the present tense, as if they are already happening.

Elements of Org Architecture

- ▶ Education and training
- ▶ Leadership Style and Culture
- ▶ Staff/ People / Relationships
- ▶ Work processes and job design
- ▶ Career structure and incentives
- ▶ Organization structures
- ▶ Stakeholder Relationships
- ▶ Communications
- ▶ Systems
- ▶ Reward and recognition practices
- ▶ Decision making Procedures
- ▶ Beliefs about people

Example Provocative Proposition

- ▶ Education and training are the foundation of the empowered culture of excellence in the US Navy. We foster leadership that encourages, challenges, and supports all members of the organization to engage in ongoing learning, both personal and professional. The Navy provides life long training and education opportunities that support a sense of purpose, direction, and continual growth. This, in turn, nurtures the strength and confidence people need to achieve their full personal and professional potential.

Example Provocative Proposition

- ▶ We recognize that all members want to contribute to a higher sense of purpose and service to a larger mission. Jobs are designed so that people have freedom and autonomy to take necessary action to achieve the mission of their unit and see the meaningfulness of their contributions. All jobs are designed to be meaningful, purposeful, and rewarding.

Example Provocative Proposition

- ▶ The Navy recognizes that people from all levels of the organization have valuable knowledge, experience, and immense potential. We have a culture that fosters empowerment at all levels of the chain of command. Toward this end, decisions are made at the most local level possible and include all relevant and affected parties ensuring the sharing of good information, and creating the empowered involvement that breeds commitment.

Sense making and provocative propositions

- ▶ Each group member share the stories and highlights from your interview.
- ▶ As each members shares, others listen for themes and patterns.
 - Jot down key phrases and words that stand out from each story
- ▶ Choose one design element (p 111)
- ▶ Write at least one provocative proposition (see pp 113 ff). Feel free to choose another design element and write another

Provocative Propositions

- ▶ Write Provocative proposition on a flip chart.
- ▶ Present your proposition with a 2 – 4 minute skit that imagines your topic as alive and thriving.

Welcome to Day 4!!

- ▶ Open Space – actionable projects
- ▶ Destiny as improvisation



The Opportunity: Sustaining Inspired Action

Integrated Collaborative
Community & Online Events

Level of
Engagement
& Inspired
Action



Action Groups

Large Group Summit

Time

Actionable project

- ▶ Where can you apply AI? What project do you have in mind?
- ▶ What system? Boundaries?
- ▶ Format? Large group? Small group?
Leadership coaching? Strategic planning?
Meeting formats? Performance appraisal?

Valuable Applications of Appreciative Inquiry

- ◆ AI Summit Method : Quality; Growth; Strategy; Benchmarking; Leadership; Merger Summit; Org Design.
- ◆ Leading Quality Improvement Initiatives
- ◆ Labor-management Partnerships
- ◆ Transformation of Measurement Systems
- ◆ Operational Excellence “Optimal Margins”; Service Delivery
- ◆ Mergers & Alliances
- ◆ Knowledge Magnification: The “AI Plus” Collaboration and Best Practices Software
- ◆ Action Learning & Leadership Development

Applying our learnings: actionable project

- ▶ What system? Boundaries?
- ▶ Topic/ title – unconditional positive: how would you frame it? Play with the wording
- ▶ Format? Large group? Small group? Leadership coaching? Strategic planning?
- ▶ Which voices should be included? Who would interview whom?
- ▶ Go through 4-D's – how would you do each phase?