ApprecHATive Inquiry Toolkit

A Practitioner’s Manual
Appreciative Inquiry (AI) Overview

‘Ap-pre'-ci-ate, v.’

“...to value or admire highly; to judge with heightened understanding; to recognise with gratitude.”

‘In-quire’, v.’

“...to search into, investigate; to seek for information by doing.”

- AI is a powerful approach to whole system change.

- AI leads from the positive deviant – rather than identifying what is wrong, it looks at what is right.

- It builds on past successes and amplifies what is working – glass half full perspective.
Six Thinking Hats Overview

Each coloured hat offers a different viewpoint to an issue under scrutiny.

http://www.triz-journal.com/content/c090202a.asp
Appreciative Inquiry

ApprecHATive Inquiry

Negative Black Hat


http://www.triz-journal.com/content/c090202a.asp
Discuss the aim of the workshop - what process or documentation is under scrutiny and introduce the ApprecHATive Inquiry technique.

Introduction

If you have hosted any 1:1 interviews as part of the work, then disseminate any reflections and themes identified. Were there any 'quotable quotes'?

Interview feedback

Ask participants to write all negative judgements and opinions of the process or documentation under scrutiny onto Post-it notes and pin to the black hat on the wall.

De Bono’s black hat

Split the process or documentation into 3 sections and split the group into 3 sub-groups. Ask each group to stand by each wall and speed think. After 10 mins, move to the next wall and then the final wall 10 mins later.

Positive Posters x 3

Ask participants to sit down at the tables and get into their groups again. Ask them to think about their ideal process or documentation for the future – draw it! If they could wave a magic wand, what would it look like?

Prospective posters

Based on all participant feedback, collectively write ideal possibilities for the future.

Possibility statements

Discuss any examples from other Institutions that might be useful to know about.

Best practice examples

Appreciative Inquiry

+ Negative Black Hat

= ApprecHATive Inquiry
Workshop Guide - Room Layout

Positive Posters
(documentation to be reviewed around the perimeter of a blank poster, as an aide memoire)

Edward de Bono’s black hat
(with Post-it notes containing negative comments)
Workshop Guide - Tips

Examples

Depending on the topic in question, consider providing samples (for example ‘Approval process documentation’) from other institutions. Let stakeholders annotate the paperwork, allowing their feedback to be instantly captured. Provide examples of good and bad practice, so that when they come to write their visions of the future (Prospective Posters), they can be inspired by these examples.

Posters

For the ‘Positive’ and ‘Prospective’ posters, flip chart paper works well.

Post-it Notes

Give each stakeholder access to Post-it notes so everyone is represented, otherwise other stakeholders could dominate.

Creativity

Provide different coloured pens as it encourage stakeholders to be innovative and creative.
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Duration</th>
<th>What's involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.30pm</td>
<td>Welcome and quick introduction</td>
<td>Few mins</td>
<td>Discuss AIP review and the JISC CDATA project.</td>
</tr>
<tr>
<td>2.40pm</td>
<td>What is Appreciative Inquiry? (3 minute video)</td>
<td>3 minute video</td>
<td>Introduce Appreciative Inquiry (AI) and show video to provide an insight into the methodology.</td>
</tr>
<tr>
<td>2.45pm</td>
<td>Run through agenda</td>
<td>2 mins</td>
<td>Discuss what we are going to be doing in the workshop.</td>
</tr>
<tr>
<td>2.47pm</td>
<td>Introduction the Six Thinking Hats</td>
<td>3 mins</td>
<td>Explain how we are going to de-rail from AI for a few mins! Introduce the black hat and emphasise that we do want to hear negatives - we are not wearing rose tinted glasses.</td>
</tr>
<tr>
<td>2.50pm</td>
<td>Black hat exercise</td>
<td>10 mins</td>
<td>Get sticking Post-it notes!</td>
</tr>
<tr>
<td>3pm</td>
<td>What is working well? Positive Posters x 3 (8 mins each)</td>
<td>30 mins overall (3 x 8 mins + 6 mins for change overs)</td>
<td>Split into 3 groups to review the AIP: What do they regard as valuable? What is working well? What is appreciated? What wouldn't they want to lose? Team to facilitate the groups.</td>
</tr>
<tr>
<td>3.30pm</td>
<td>Stakeholders to review external examples (while they are doing this, Team to quickly review the Positive Posters to see if anything needs clarifying)</td>
<td>15 mins</td>
<td>Distribute all examples and get stakeholders to interact with them, scribble on them if necessary. Do they know any other examples that they have seen that are not listed here, or that they might have been involved in from working at other institutions?</td>
</tr>
<tr>
<td>3.45pm</td>
<td>External examples discussion</td>
<td>15 mins</td>
<td>Discussion on external examples.</td>
</tr>
<tr>
<td>4pm</td>
<td>what does the future look like? Stakeholders to complete Prospective Posters (15mins) followed by quick discussion (15 mins).</td>
<td>30 mins (15 mins brainstorming + 15 mins discussion)</td>
<td>What does their ideal AIP look like? Get stakeholders to draw the future (within reason!). Team to facilitate the room.</td>
</tr>
</tbody>
</table>
Workshop Guide (for large groups) - Room Layout

This style of workshop is particularly suited to large numbers of stakeholders as Post-it notes throughout encourage everyone to feel represented, as opposed to drawing a poster in a group of, say, 10 stakeholders. It also works well if the room does not allow you to affix posters to the walls, as in the original workshop layout.

Stakeholders to split into 4 groups, each with their own facilitator, and sit at a table. Each table is dedicated to one part of the process or documentation under scrutiny.

One negative hat per table. Team to write comments onto Post-it notes and stick to the hat (relating to any part of the process or documentation).

Hat poster then replaced with ‘Identify What’s Working’ and ‘Thoughts for the Future’ posters. Team’s to stick Post-it notes with comments to these posters. To ONLY focus on the part of the process relevant to that table.

After 20 mins, each team and their facilitator moves to the next table and scrutinizes the next part (all posters remain where they are throughout). After another 20 mins each group moves again, and finally move again 20 mins later. By the end of the workshop all teams will have covered all parts and all posters will have comments attached from every team.
Alternative Workshop Guide - Tips

Post-it Notes

Different coloured notes can be used to represent different parts of the process. Also, give each stakeholder access to Post-it notes so everyone is represented, otherwise dominant stakeholders could take the lead.

Posters

Create eye-catching posters to capture the Post-it notes. Size A2 works well.

Facilitator Prompts

Provide each facilitator with notes to aid discussion. Or create prompts for each table which remind stakeholders what the section under scrutiny involves. By not relying on their memories means nothing is excluded.
Further Reading

(This is a great book containing case studies, worksheets and presentation materials.

Six Thinking Hats (1995) by Edward de Bono.
(A useful book to learn about each of the six coloured hats).

CDATA Project Website: http://cdata-project.com/workshops/
(Our project website contains lots of useful resources).