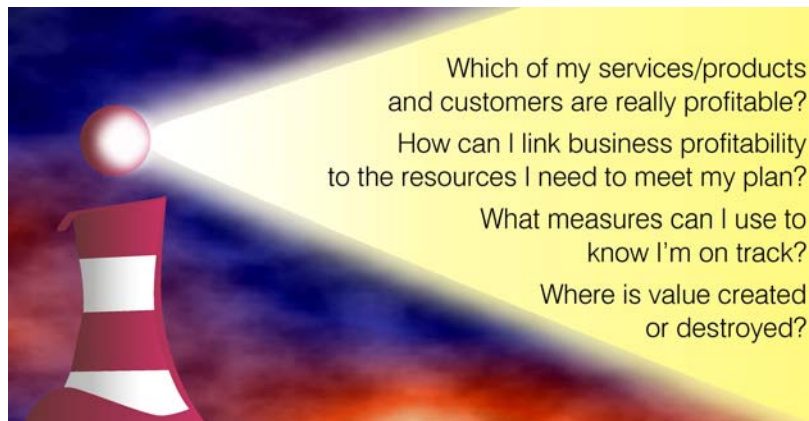


Pharosinformatics

**Pharos approach to
something positive for
a change!**
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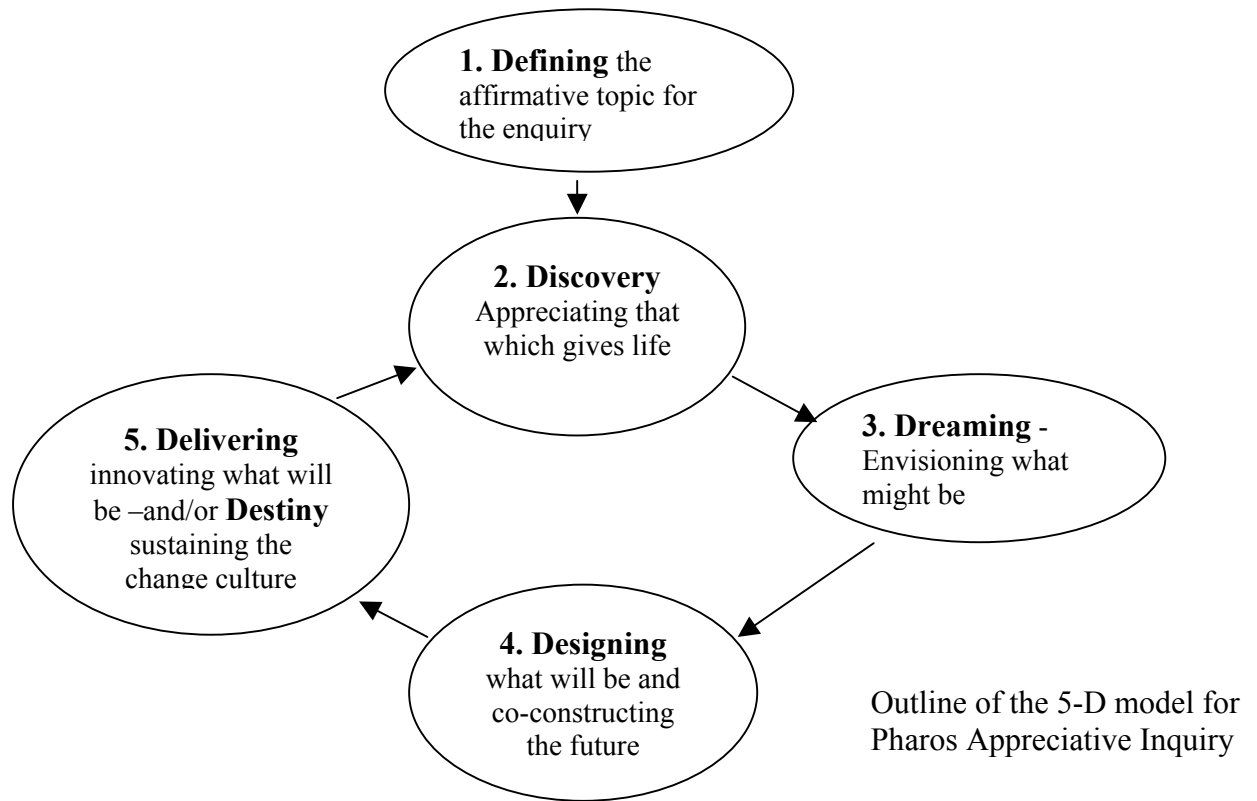
Something Positive for a Change!

Pharos Appreciative Inquiry (AI) offers a revolution in the process of change management and profound, sustainable benefits for you and your organisation

- Pharos Appreciative Inquiry celebrates what is already successful and life giving to your organisation. It encourages aspirations for a better future, and generates fresh vision to design innovative and sustained changes in your organisation, its products, services and its destiny.
- Pharos Appreciative Inquiry offers a fundamental shift in thinking. While our normal way of thinking is look for problems and their causes. Pharos Appreciative Inquiry consciously inquires into the positive, energising, and life enriching forces within people's experience of the organisation
- The positive energy flow released by thinking of your organisation at its best makes rapid change possible; enabling the organisation to "appreciate" in value.

These contrasting approaches to organisational change are outlined below:

Metaphor 1 (Our Default setting?) "Organising is a problem to be solved"	AI Metaphor 2 "Organising is a mystery to be embraced"
Recognition of deficit or need"	Choice of Affirmative topic
↓	↓
Identification of the Problem	Appreciating and inquiring to value the best of what Is
↓	↓
Analysis of Causes – What's Broken?	Envisioning What Might Be
↓	↓
Identifying Possible Solutions	Dialoguing What Should Be
↓	↓
Action Planning - implementing Quickest Fixes	Innovating What Will Be



Pharos Appreciative Inquiry is a process methodology not a formula.

Its principles are adapted at each stage to respond to the organisational situation and the chosen affirmative topic. For example the process for a mid-sized organisation might possibly include most or the following elements:

Defining the affirmative topic for enquiry

This is the most important step since the way the topic is expressed will focus the direction of change. The topic should be positive, inspiring and owned by stakeholders as a desired direction for change.

Senior members of the team need an introduction to AI so that they can feel comfortable with its implications for their leadership style, and commit to supporting the positive emphasis, and empowering nature of the process.

The scope of the inquiry and the widest group of stakeholders should be identified at this stage.

An invited core team, made up of a diverse cross section of the stakeholders, are inducted to an understanding of AI. They facilitated in devising an interview protocol of positive questions relating to the affirmative topic. Again the design of this protocol is crucial, since the seeds of change are implicit in the first questions you ask. Their protocol will be used in stage 2.

2. Discover (appreciating that which gives life)

Appreciative dialogue forms the heart of the process. The core task is to appreciate “the best of what is”. This is achieved by inviting people in pairs, to share stories of their experience of organisational excellence – as guided by the interview protocol. Energy is released as members share stories of their own involvement with what has been and is, excellent, life giving, and valued.

Further positive energy is released in the cascade of positive stories. Common themes as well as exceptional contributions are identified, and are fed back to the members. They come to recognise the organisation’s history as having a common core of “positive possibility”.

3. Dream (envisioning what might be)

This phase uses the themes and stories of the “best of what is” as the starting place for imaginative visioning of the future. “We have seen what our organisation can be at its best. So, what would it look like if it were designed to maximise its common core of excellence, and accelerate towards realising our best dreams for the future?”

The members work together in small groups initially using imaginative processes. They transform visions into “macro provocative proposals” about the future of the organisation. The resulting output of possibility statements are shared among, and valued by the whole group.

These are combined and expressed as a collective output, each in inspiring terms designed to engage enthusiasm in their adoption for the design phase. Again this is a very energising process.

4. Design (co-constructing the future)

Members work in teams to create “micro provocative proposals”. These make explicit the desired structures, systems, qualities and behaviours that will enable each part of the organisation to take action that moves it towards the macro provocative proposals written in the dream phase.

Both dream and design phase involve the collective construction of positive images of the future. In practice these two phases happen concurrently. It is commonly experienced that people’s behaviour begins to change positively as questions are asked in the discovery phase. This process of change continues during, and is shaped by the dream and design phases.

Continuing dialogue is required to share, refine and agree the design statements so that there is widespread understanding and ownership.

5. Delivery/Destiny (innovating what will be, sustaining the change)

Delivery is a time of continuous learning, adjustment and improvisation. The momentum and potential for innovation are very high at this phase of the inquiry. Because of the shared positive images, everyone who wishes to is included in co-creating the future.

Destiny rather than Destination?

Sustaining the change is helped by encouraging an “appreciative eye” where people see the best in one another, and share their dreams and concerns in affirming ways.

Ultimately they may come to the view that this process is continuous and part of organisational culture; “The way we do things around here”. A continuous positive process fostered by obtaining stories of the best of what is, allowing these to influence dreams for what will be, allowing the positive, life giving forces to drive development.

APPLICATIONS: There are many topic areas and down stream areas for applying AI within business Appreciative Inquiry transforms, rather than replaces, current development activities e.g.

- Developing a common vision for the corporate future
- Appreciative strategic development
- Leadership and leadership style transition
- Team development
- Effective communication
- Creating excellent customer service
- Appreciating and valuing diversity
- Appraisal and Performance improvement
- Appreciative learning styles and processes
- Valuation rather than evaluation of learning outcome
- Appreciative executive coaching

Pharos Appreciative Inquiry works in all sizes of organisation, even across very large communities, Multinationals and Small Businesses, Teams and individuals:

A workshop for you to try for yourself: you can do this alone, or with someone you know and trust. Think through these positive steps and tell the other person, or make notes for yourself. If appropriate the other person could do the same questions and share results.

1. Think of a time when you were working on something you were excited to be doing, something which was really energising and satisfying for you and the organisation. Think of the different factors which contributed to making this such a brilliant experience. What was it you valued most about the part you played?
2. Using these experiences from the past, visualise an exciting, challenging yet realistic set of possibilities for the future of your work.
3. Describe the situation as it will be when it is accomplished. What will people be doing in the organisation? How will they be working and interacting with others, customers, suppliers etc? How differently will services be provided, what will the reputation of your organisation be like? (Try to write it in the present tense – as if it is already achieved.)
4. What would be the practical steps on the journey to get there?

Organisations both large and small around the world and in the UK are awakening to the power that positive dialogue can achieve when all the stakeholders come to use this approach to co-create the future. What application would it find in your organisation?

Negative pieces of news have still been delivered but the order that they were delivered leaves you feeling very differently about your encounter with the giver of the news.

When we interact with our clients we have to deliver good news and bad news and in doing so we should be very sensitive to the feeling that we leave our client with.

These are four ways to make your client happy, without changing what you give them, just the way that you give it.

1. Finish Strong.

When you leave the client the abiding impression is always the most recent.

Whatever the content, Good news or Bad, the effort should always be to end on a high note.

The perception that is left with the client is then upbeat and positive.

2. Give the bad news First.

For exactly the same reasons as number one, if the bad news comes at the end you will be perceived as the bearer of bad tidings. If however the bad news is delivered at the beginning it will be digested and history by the time you come to the upbeat ending.

3. Segment the pleasure, Combine the pain.

All experiences seem longer when they are broken up into segments. If we are delivering

information we can vary the way that we deliver it to take advantage of this fact.

Bad news, which we don't like, should be delivered in one piece then the perception of the

bad experience is that it was quite short.

Conversely when we have good news to deliver, if we can break it up into segments we

increase the perceived length of that good experience.

4. Give a choice.

Whenever possible get client buy in by including them in the decision process. The decision may be symbolic rather than practical (What colour should it be?). Research shows that people, feeling less helpless and less hopeless, are more committed to making the process work.