



The Key to Leading the Future: Unlocking Your Organization's Strengths

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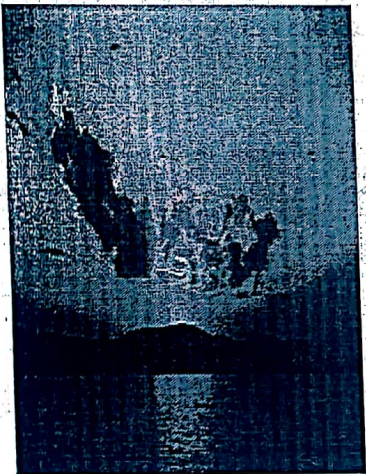
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What do you see?



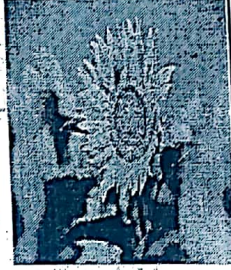
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Learning to Appreciate

Artists do not look at a landscape and ask what is wrong with the picture, their instinct is to look for what is valuable.

Appreciation draws our eye toward life and provides inspiration to the imagination, igniting our creative capacity.



Strengths Matter!

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Our Focus is Often on Deficits



- Look across society and you find that most of our theories, media and research focuses on a deficit-based approach.
- Most companies & organizations function on an unwritten rule... Let's fix what's wrong and let the strengths take care of themselves.

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Pervasiveness of a Deficit Theory of Change

Ask a Group to do an "Organizational Analysis"

➔

- Identify problem
- Conduct root cause analysis
- Brainstorm and analyze possibilities
- Action plans to solve


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Shifting from Problems to Solutions

Problem Solving

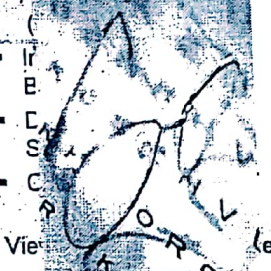
- Identify Problem
- Consider Causes
- Brainstorm Solutions
- Analyze
- Develop Plan



View: Organizations are Machines to be Fixed

Appreciative Inquiry

- Appreciate "What is"
- If
- B
- C
- S
- C





View: Organizations to be Interpreted

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What is Appreciative Inquiry?

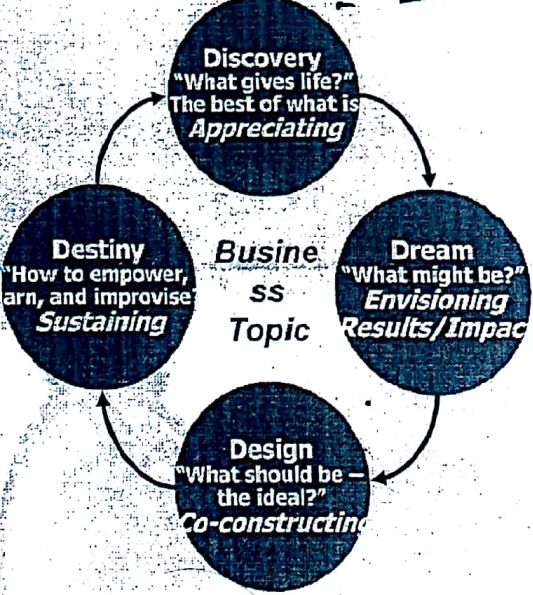
- A philosophy and way of looking at the world
- A strength-based framework for "positive organizational change" that informs various strategic change methodologies
- A methodology for large group change

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The 4-D Cycle



Business Topic

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AI in Industry

hp
invent

Roadway
your way.

GREEN MOUNTAIN COFFEE

FAIRMOUNT

Deater Tea

Sam Lee

SHERWIN WILLIAMS

U.S. Cellular

LEO

TOYOTA

McKinsey & Company

YAHOO!

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The Skill of Reframing

What is Best Way to Build Enthusiasm?

Do an organization survey of morale?



OR

Magnify and learn from moments of high engagement & enthusiasm?*

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Choices in Our Inquiry



Inquiry into Stress
We Create More Stress



Inquiry into Joy
We Create More Joy



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Learning to Look for Possibilities

Do we look for:

- Conflict
- Breakdown
- Division
- Failure

OR

Do we look for:

- Transformational Collaboration
- Improbable Cooperation
- Inventive Partnerships
- Surprising Successes

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Paying Attention to Our Questions



- Questions are the heart and soul of good inquiry and change
- Few people pay attention to the powerful impact that questions can have on shaping situations

Think of the manager who begins the meeting with:

Why are we still having these problems?

VS.

What is the smallest change that would have the biggest impact?

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The Art of the Question

- What's the biggest problem here?
- Why do I have to work with such difficult people?
- Why do you make so many mistakes?
- Why do we still have these problems?
- What possibilities exist that we have not yet considered?
- What's the smallest change that could make the biggest impact?
- What solutions would have us both win?
- When has my leadership helped to make a positive difference in the organization?



BRITISH AIRWAYS



British Airways



How can we reduce baggage loss?

How can we recover lost baggage at lightening speed?

How can we create outstanding arrival experiences?



Example Topics with High Catalytic Potential



- Magnetic Work Environments
- Revolutionary Customer Responsiveness
- Liberating Collaboration
- Mergers as "A Symphony of Strengths"
- Outstanding Arrival Experiences
- Instinctive Execution
- Game Changing Innovation
- Optimizing Margins
- Pervasive Leadership
- "Lightning Fast Consensus"
- "High Purpose Profit Opportunities"



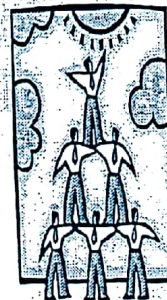
Working with Change at the Scale of the Whole



What is the Most Effective Size Group?

6- 8 People?

500 People?



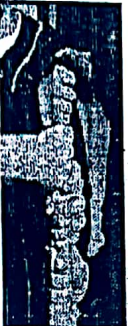

Ask yourself:
Most effective for w



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Lessons and Possibilities for Working with the Whole

- A greater capacity is tapped
- The best emerges from within people
- Heightened capacity for execution and follow-through


- New tools and techniques are being developed right now
- Technology is opening possibility for large-scale group work

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Traditional Approaches to Change

- 1) **Top-Down** - Top management (6-8 people only) decides what will happen, often annually
- 2) **Bottom-Up** - Involves people from "lower" positions in the organization, still only a small group
- 3) **Representative Cross-Section** - Larger groups with people from across the organization
- 4) **Pilot** - Innovation tried in small pocket of the organization
- 5) **Backroom Negotiation** - A few people politicking and making deals behind closed doors



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Consequences of these Strategies

1. Who really gets educated? The group that created the change!
2. The few are trying to convince the many: Resistance!
3. A partial responsibility mindset
4. False idea that change occurs sequentially, isn't messy
5. Change seen as disruption of "real work"
6. Change happens too slow
7. More change in the area that created the plans and less change throughout the organization

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Creating a New Environment with AI

AI is a new "operating system" for change, creating an opportunity for a paradigm shift



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AI Summit



A methodology & process to bring a "whole system" together to lift up strengths of every one and lead the future in a positive way



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Benefits of the AI Summit

Methodology

- Unites whole system- internal & external stakeholders
- Task-oriented, focused on creating new actions
- Connect to "positive core" of the organization
- Co-create future, grounded in strengths of everyone in the organization
- Agility, speed, creativity, trust, efficacy heightened
 - Real-time, rapid change
 - 3-4 Day event with 100 to 1000 Participants
- Uncommon Action and Follow Through

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The Many Applications of AI



- Customer innovations & relationships
- Cost reduction
- Values work
- Culture change
- Information system design
- Reengineering
- Process tool adjustment
- Project teams-formation, visioning



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KEY: Thinking about Stakeholders

- Who are the groups who have the information about and experience with the topic?
- Who has the power to move things or block things?
- Who are the people who need to have commitment to ensure implementation?

Who should be in the room?





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KEY: Sharpening the Task

- What is the task we are coming together to accomplish?
- What is the topic guiding our work?

EXAMPLE:
Roadway Express & Yellow Corporation
"Coming together to accelerate an exceptional merger of two outstanding brands"





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KEY: Setting Stage for Action

- After Discovery and Dream, people think of actions and initiatives that will move the organization toward these visions
- New projects are born
- Immediate leadership emerges for these different projects and people commit to moving work forward




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Resources for AI Summits

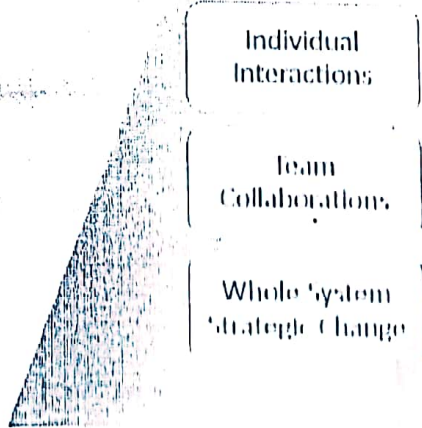
- AI Commons: <http://ai.cwru.edu/> - specifically look at "project packs" under the "practice and management" area
- Appreciative Inquiry Summit: A Practitioner's Guide - by Ludema, et al.



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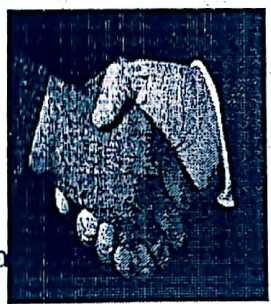
AI Applications at ALL Levels



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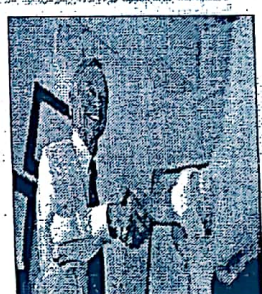
AI Applications Areas: AI Benchmarking

- Identifies companies at a level of opportunity for learning just beyond where you are and benchmarks off of them
- Reminds us that the strengths are everywhere!
- Promotes learning alliances across companies



AI Applications Areas: Labor-Management Partnerships

- Pre-negotiation tool
- Relationship building for negotiations



AI Applications Areas: Transforming Measurement Systems

- Deficit-based measurements
- Gap analyses
- Shift the organizational discourse
- Discover strengths



AI Application Areas: Small Teams and AI



Even when AI cannot be done in large-scale summits, using it within smaller project teams has also been powerful to help them identify strengths and achieve their full potential.

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AI Application Areas: Rapid Design Events




- New Ads
- New Campaigns
- New Products
- New Processes

How do we create:
peace of
mind...benefit...services
... for our customer?

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AI Applications Areas: Mergers and Alliances



AI helps accelerate the merger and accelerate realization of cost synergies by identifying strengths across the two companies coming together.

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AI Applications Areas Acceleration of Innovation

Using technology networks to identify and quickly spread best practices via:

- Digital storytelling
- Virtual, collaborative work spaces
- Training and conferencing online



Creating a world wide web of sharing:



- Speeding the spread of innovation
- Combining technology with human processes
- Magnifying strengths and knowledge

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AI Applications Areas Action Learning & Leadership



- Using AI and Action Learning to develop future leaders
- Hands-on opportunity to deal with strategic issues
- Connecting intergenerational learning

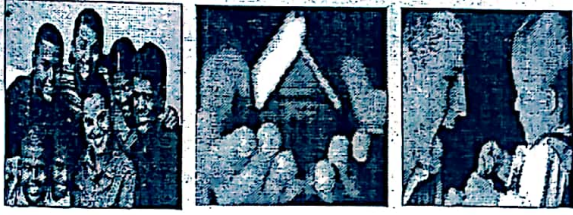
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AI Applications

Areas:

AI in Your Personal Life

Try taking an appreciative perspective in your family...




What are you most grateful in your family?

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Why Does AI Work?



The "appreciable world" is so much larger than our normal knowing.

"If we did all the things we were capable of, we would literally astound ourselves."


~ Thomas Edison

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The Power of Our Guiding Images

"One of the basic theorems of the theory of the image is that it is the image that determines the behavior of any organism or organization. The image acts as a field and the behavior consists in gravitating toward the most highly valued part of the world."



"Imagination is more important than knowledge."

— Albert Einstein

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Why AI Resonates With People:

3 Facts about People:

1. **Exceptionality** — We are all exceptions to the rule—no one is like you!
2. **Essentiality** — We have a need to be seen as essential.
3. **Equality of Voice and Vision** — We all have a right to give full voice to our highest and best vision and aspirations for our family and organizations.

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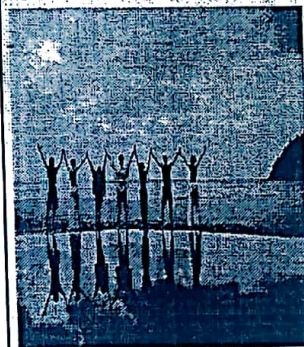
AI Does Bring Results!

- Two four-billion dollar companies used AI to create "a merger of strengths" realizing \$75 million dollars in synergies in the first 100 days, and an estimated \$300 million in synergy savings in the first year.
- A major food company used an AI approach for its strategic planning—bringing over 1000 company associates together in a series of summits to design the plan. A year later the company reported a record 300% increase earnings, a 75% decrease in work in absenteeism, and was later recognized as one of the top 100 best places to work
- A Fortune 500 computer company with a Division's sales of \$2.8 billion, has used AI to drive its phenomenal growth in a internal branding project that embeds the company's identity and story into everything it does
- A four-billion dollar transportation company has held 65 AI Summits—rapid design summits bringing 300 people together at a time—to innovate and re-design facilities, accelerate throughput, improve customer peace of mind, and to collaboratively design the company's information systems.
- Over the five year period of time the business saw its stock move from \$14 to \$48 dollars per share and it documented statistically significant positive changes in survey indexes of morale, labor-management trust, alignment, and building a culture of innovation.

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Leading the Future is ALL about STRENGTHS!



"The task of leadership is to create an alignment of strengths that make our weaknesses irrelevant".
~ Peter Drucker

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