



Leveraging Good to Best Practices Through an Appreciative Inquiry Organizational Change Model

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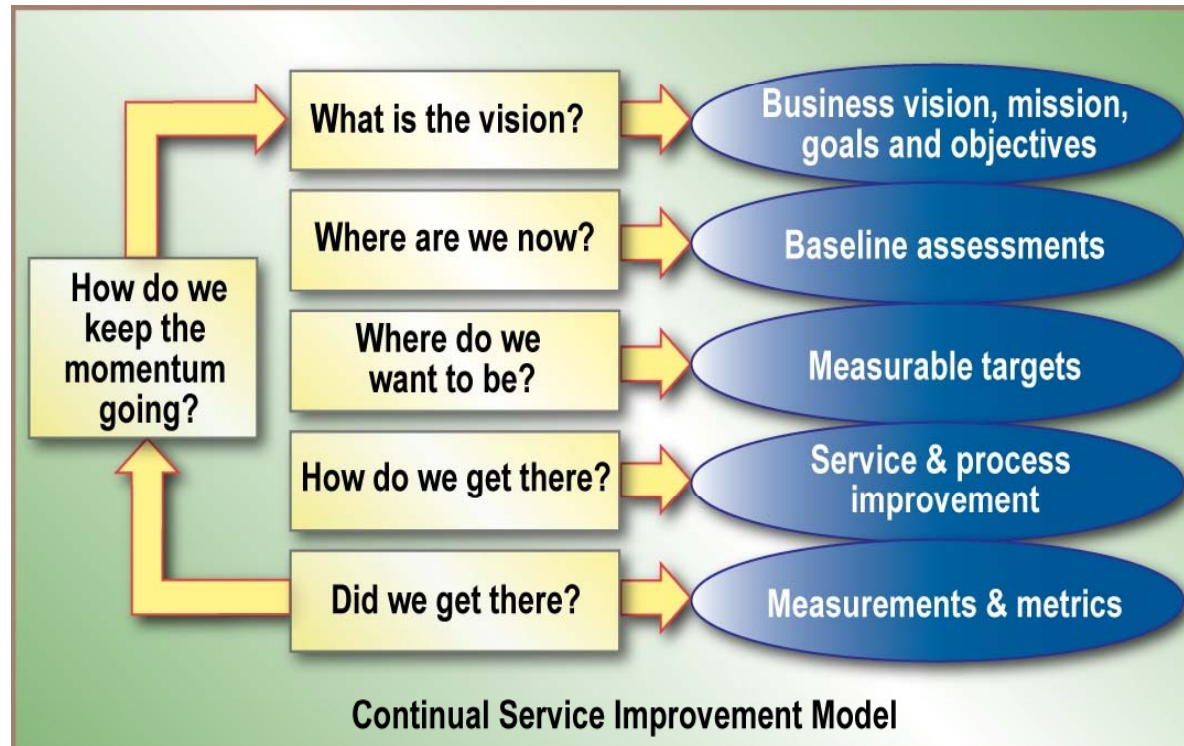
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Planning and Preparation for Change

- **Understanding the vision**
- **Building a strong business case**
- **Identifying stakeholders**
- **Securing and maintaining management commitment**
- **Raising awareness**
- **Providing ongoing communication**

Effecting Organizational Change

- Use a standardized method for approaching new or changed services and processes



EPA-NH 015

How to 'Do' Organizational Change

- **Establish a sense of urgency**
- **Create a guiding coalition**
- **Develop a vision and strategy**
- **Communicate the change vision**
– *early, often and simply*
- **Empower broad-based action**
- **Generate short-term wins**
- **Consolidate achievements; encourage more change**
- **Anchor new approaches within the culture**



Source: Leading Change by John P. Kotter, 1996

Building a Business Case

A successful business case provides:

- **The reason for making the changes**
- **The information needed by decision makers and planners**
- **Realistic timeframes and costs**
- **The likely consequences of changes**
- **Meaningful quantitative or qualitative measures**



Stakeholder Identification

Stakeholders are those that effect change and those that are affected by it

Key stakeholders have significant influence upon or importance within the organization

Good practice dictates we consider:

- **Project manager and team**
- **Service and process owners**
- **Service and process managers**
- **Customers, users, partners, suppliers**
- **Others as appropriate**

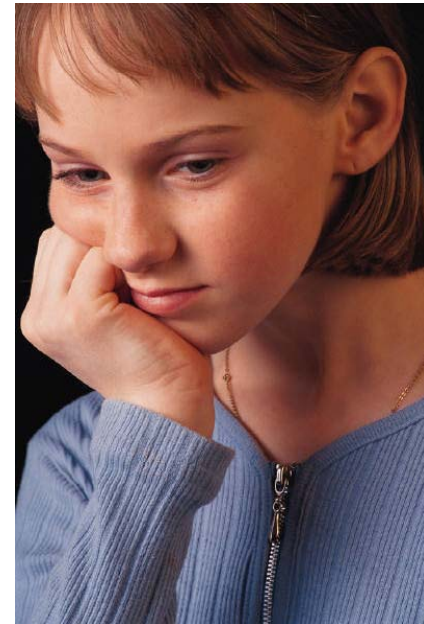
Management Commitment

- **Budget and a “show”**
 - **Single, accountable POC**
 - **Training; key individuals trained**
 - **Provide dedicated resources**
 - **Run the project as a project**
 - **Support ongoing communication**
 - **Embrace continual service improvement**

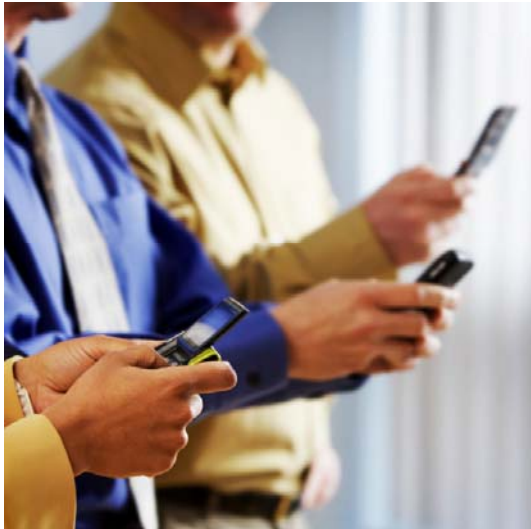


Raising Awareness

- **Changing organizational culture is really about changing people's minds**
- **For good or bad, the organization already has processes in place**
- **Extend the good, identify the pain points, use best practice to improve**
- **“Transitioning” not “implementing”**
- **The WIIFM factor**



Ongoing Communication



- **Prepare the organization for change**
- **Reinforce the vision**
- **Provide a common lexicon**
- **Define roles and responsibilities**
- **Foster ownership of the process**
- **Encourage new thoughts and actions**

Good Practice In Industry

Good practices, widely used in industry, help to close capability gaps and enable benchmarking

Good practice sources:

- Standards
- Public Frameworks
- Proprietary knowledge

Public Frameworks

- ✓ Validated across diverse environments and situations
- ✓ Knowledge distributed through training and certification
- ✓ Make collaboration easier, produce a common lexicon

Proprietary Knowledge

- ✓ Can be difficult to adopt
- ✓ Often highly customized
- ✓ May be poorly documented
- ✓ May be available only for license or fee

Organizations often integrate guidance from multiple frameworks and standards
ADOPT and ADAPT

Traditional Change Model

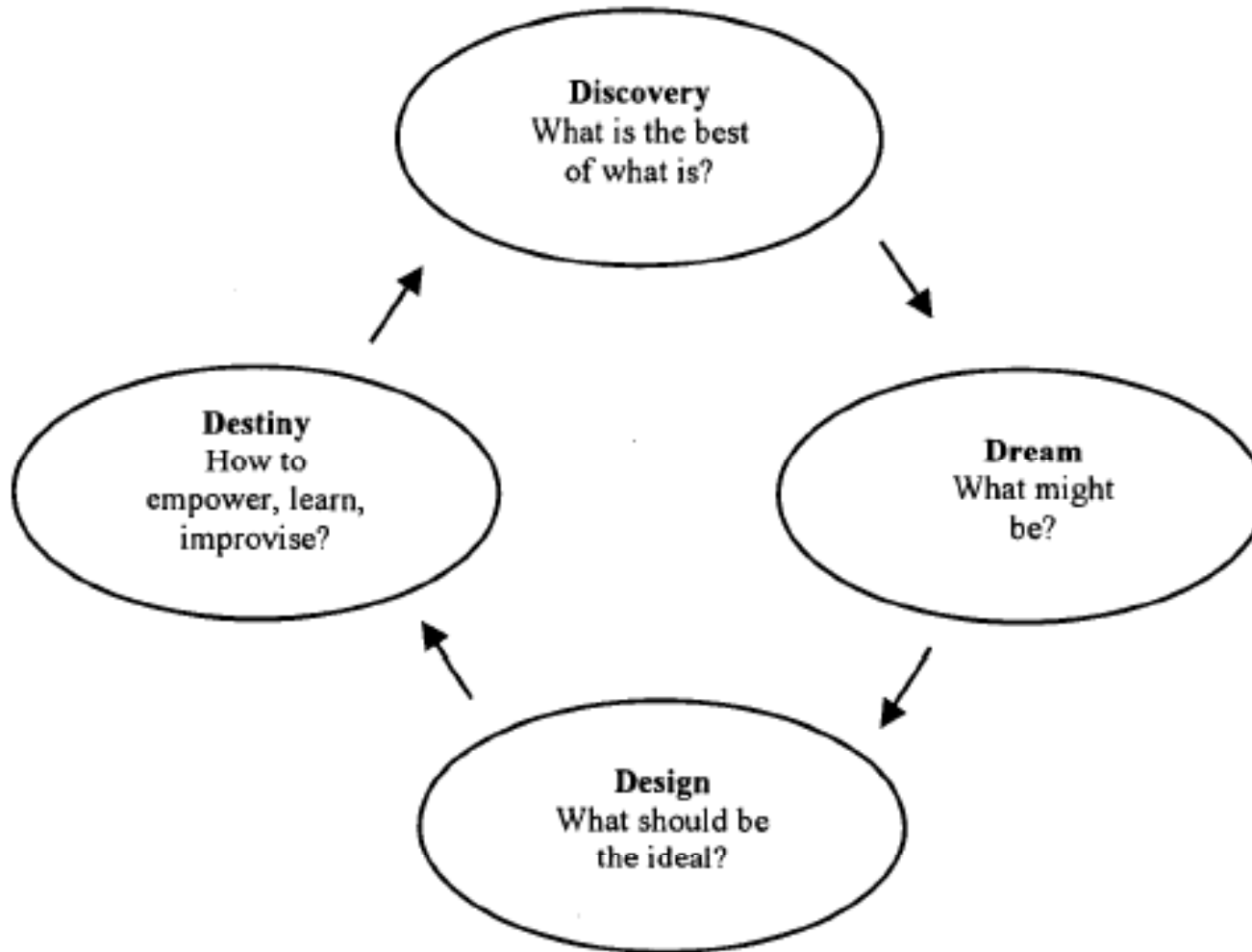
- **Traditional organizational change models regard organizations as problems that need to be identified and solved through implementation of a specific change**



Alternate Change Model

- **Alternative to the traditional deficit-based research approach to organizational change**
- **Focuses on existing strengths and recognizes the best features and practices of the organization**
- **Centers on implementation of the desired change rather than on problem identification, fault-finding, and differentiation**
- **Builds upon positive aspects and forces the organization to concentrate on what it does well and to create an image of a future based on its own best practices and highest values**
- **Identifies specific action steps (goals, objectives, and specific outcomes)**

Appreciative Inquiry



Explanation of AI Model

- **Phases of the appreciative inquiry model include:**
 - **DISCOVERY, which involves mobilizing the whole system by engaging all stakeholders in sharing strengths and best practices**
 - **DREAM, which creates a clear results-oriented vision in relation to discovering a potential shared purpose**
 - **DESIGN that creates the possibility of propositions of the ideal organization, articulating an organizational design that people feel is capable of drawing upon and magnifying the positive, to realize the newly expressed dream**
 - **DESTINY allows for strengthening the affirmative capability of the whole system and enabling it to build hope and sustain momentum for ongoing positive change and high performance**

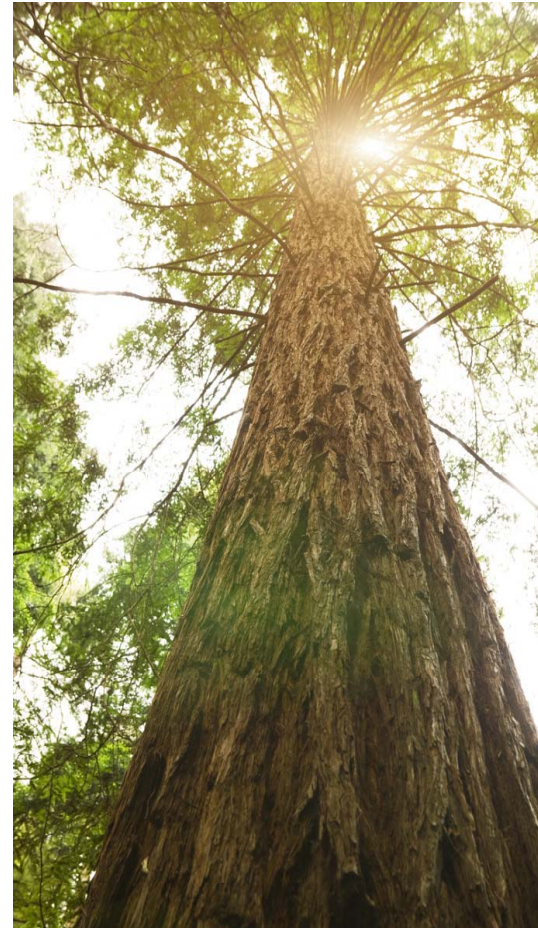
Explanation of AI Model (cont'd)

- **Organizations are not problems to be solved but rather created as a solution, designed in its own time to meet a challenge or to satisfy a need of society**
- **Organizations are centers of vital connections and potentials: relationships, partnerships, alliances, and webs of knowledge and actions that are capable of harnessing the power of combinations of strengths**
- **Appreciative inquiry offers a positive, strength-based approach to organizational development and change management**



Addressing Resistance to Change

- **Provides for focus of organization or group on what is working, identifying the “root causes of success”**
- **Assumes that organizations, including both human as well as social systems, are like organisms, living, breathing entities**
 - **Organizations most healthy when focused on positive life-giving characteristics, rather than their problematic aspects**



Addressing Resistance to Change (cont'd)

- **Analyzes positive elements existing in given situation, which involves search for the best in people, their organizations, and the world around them**
- **Facilitates discovery of what makes a system most effective and capable**
- **Hypothesizes that resistance to change results from how change is implemented rather than because of the particular change**

Addressing Resistance to Change (cont'd)

- **Building on the positive leads the organization to focus on what it does well and to create an image of a future based on its own best practices**
- **Organizations identify specific action steps to take individually or in groups**
- **Action steps are specific, concrete, and do-able, designed to move the organization toward its preferred future**



Conclusion

- **Carefully plan for organizational change**
- **Adopt and adapt – keep the best, identify pain points, use best practice to improve**
- **Traditional methods of change focus on negative aspects and may foster distrust and resistance**
- **Appreciative Inquiry model for organizational change focuses on existing strengths and builds on the positive**
- **Changing the way we do change may alleviate resistance**