Appreciative Inquiry Sample Worksheets

Phase 1: DISCOVERY: Appreciating the best of ‘what is’

Paired Interviews

1. **Reflect on your time with xxx…**
   - What have been the high points for you?
   - Select one high point, a time when you felt most alive, most happy; a time when you felt you were making a difference and doing creative, useful, meaningful work.
   - What was it about you that felt good, who else was involved, what were you doing, what did you feel you achieved?
   - Describe the STORY around the moment.

2. **Co-operative relationships**
   - Identify a scenario which you feel demonstrates the positive aspects of working together, cooperating to get something done.
   - What was the scenario?
   - Who was involved, why did it work?
   - What were you doing?
   - What were other people doing?

3. **Types of communication**
   - What different types of communication occur across the organization?
   - What do you value most about effective communication?
   - When does this happen for you?
   - Who and what is involved in the best types of communication?
   - Why is effective communication good for you and the organization?

4. **Hopes for the future**
   - What does the new org have the capacity to become?
   - How could working together make a difference?
   - What do you see as priorities?
   - What part could you play in making these priorities happen?

5. **What do you VALUE most about:**
   - Yourself?
   - The people that work with you (colleagues, clients, partners)?
   - The organization?

6. **What are your positive IMAGES of the future function and form of the organization?**
   - What three wishes would you make to heighten the vitality and health of this organization?
THEME/TOPIC SELECTION

- Share stories with your group about your interview buddy in your small group
- Enjoy reflective feedback and reflection
- Identify compelling themes that emerge from your colleagues’ stories. As a group decide what you care about, what you are curious about and what you want to pursue in 20XX

Identify 2 – 4 themes/topics which your group feels strongly about
1.
2.
3.
4.

Phase 2: DREAM: Envisioning “what might be”

Your group can begin the process of crafting **PROVOCATIVE PROPOSALS** ‘what might be’. – proposals will help you envision results and illuminate the new organization focus and direction. They have the capacity to give form to the unit based on deep values.

Craft a provocative proposition that you’d like to be organized by. Remember, they come from the themes you identified as BIP and they will inform the strategic and social intent of the organization and the operating style adopted.

**PROVOCATIVE PROPOSAL**

Visualize yourselves in 20XX: what will you be best in the world at?
Note: Can you see yourselves in you propositions? Have you considered ‘strategic givens’?
Phase 3: DESIGN – Dialoguing ‘what should be’

What are the implications of these provocative propositions for the operating style of the organization? Through dialogue, co-construct the future.

The 7-S model may be useful here e.g.:
- Shared values: (Between) Leadership and Management
- Strategy: Decision making processes
- Structure: Organization, Self-Managing Teams, Management team
- Systems: Performance Management and Recognition
- Staff: Professional Development
- Skills: Multi-Skilled – Advocates for streamlined processes
- Style: communication and Reporting Protocols

Step 1:
Form cross functional concept teams based on voluntarism, expertise and interest to explore ways of designing processes to promote agreed operating style and strategic intent of xxx. In your group develop a transition ACTION plan...

Provocative Proposal (write your group’s proposal here)

Transition Plan: Operating Priorities

Immediate Term (next two months)
What (Actionable Steps) How/Who/When

Short Term
What (Actionable Steps) How/Who/When

Medium Term
What (Actionable Steps) How/Who/When

Next Year and Beyond
What (Actionable Steps) How/Who/When
Step 2:

Form implementation teams to review application of design (and delivery of Transition Plan) towards the new organization

- Shared values: (Between) Leadership and Management
- Strategy: Function and Form
- Structure: Organization, Self-Managing Teams, Management team
- Systems: Performance Management and Recognition
- Staff: Professional Development
- Skills: Multi-Skilled – Advocates for streamlined, multidisciplinary processes
- Style: communication and Reporting Protocols

Transition Implementation Strategy
What (Actionable Steps) How/Who/When

Phase 4: DELIVER – Innovating ‘what will be’

1. What decisions are we prepared to make as a group? What are our STRATEGIC PERFORMANCE INDICATORS? How will we know we’ve made the transition successfully?

2. How can we communicate these intentions? To whom? When?

3. What Key achievements, initiatives, processes, products, services, relationships, are we prepared to be measured on? By Whom and When?

4. What are the steps I need to take as an individual to contribute to the organization and where we’re headed?

This model is developed by Mellish & Associates, Management, Training and Development, Consultants, and publishers of Appreciative Inquiry texts -Queensland, Australia