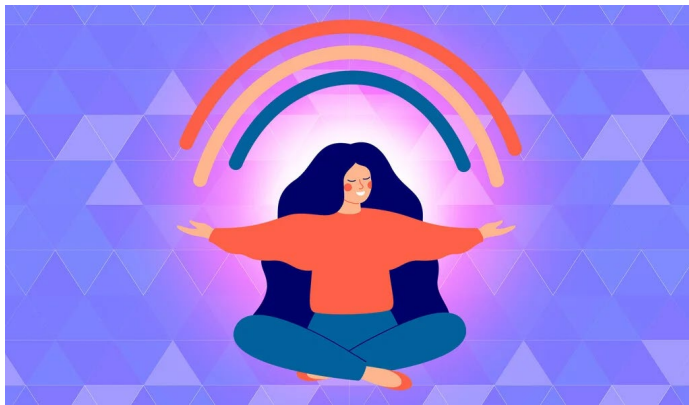# Disclosures

- No financial conflicts of interest

# Session Objectives

Participants will be able to:

- Describe appreciative inquiry (AI) and its potential uses in mentorship and leadership

- Compare how the brain's default mode and task positive networks support or impede AI

# Imagine for a moment. . .

What did you notice at work that made these feelings possible?

# Appreciative Inquiry

A model that seeks to engage stakeholders in self-determined change (Cooperrider and Srivastva 1987)

- Premise: organizations are created, maintained and changed by conversations, limited only by people's imaginations and agreements among them
- AI "advocates collective inquiry into the best of what is, in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur" (Bushe 2013)

May 25, 1961

"I believe this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to the Earth."

John F. Kennedy
Message to a joint session of the Congress

theQuotes.me
#Apollo13

Houston, we have a problem.

- Jim Lovell

https://www.youtube.com/watch?v=iQV9CAJWlVY

https://www.youtube.com/watch?v=2Cg8Xd-uJKk

# The Neuroscience of AI
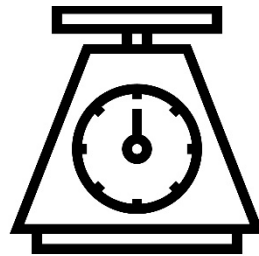


https://www.youtube.com/watch?v=IEq_3upLhDk

The Neuroscience of Appreciative Inquiry

# Complementary Approaches: In Balance?

| Problem Solving | Appreciative inquiry |
|---|---|
| 1. "Felt Need," identification of Problem | 1. Appreciating & Valuing the Best of "What Is" |
| 2. Analysis of Causes | 2. Envisioning "What Might Be" |
| 3. Analysis & Possible Solutions | 3. Dialoguing "What Should Be" |
| 4. Action Planning (Treatment) | 4. Designing "What Will Be" |
| **Basic Assumption:** An Organization is a Problem to be Solved | **Basic Assumption:** An Organization is a Mystery to be Embraced |

Cooperrider and Whitney 2001 "What is Appreciative Inquiry?" (http://appreciativeinquiry.case.edu/intro/whatisai.cfm). Appreciative Inquiry Commons. Case Western Reserve University.

FIVE STEPS for
building and maintaining a positive organizational culture

1. Build a Guiding Coalition – leaders to guide culture change
2. Form a "Discovery Team" – small representative group that can use **appreciative interviews** to inform change
3. Share Positive Stories – check-in before or de-brief after task-oriented meeting agenda
4. Incorporate AI Into Daily Work – embed as new habits
5. Link AI to Existing Performance Improvement Initiatives – use AI tools to envision and co-create new strategies

Frankel and Beyt 2018: AMA STEPS*forward* AI Principles (prework for this session)

# Learning to Do Appreciative Interviewing



Practical
Appreciative Inquiry

https://www.youtube.com/watch?v=5L77I-EX5fQ

Business Friendly Appreciative interview format

# Question Guide for Appreciative Interviewing

1. What's been the best experience of your professional life?

   – or tell me about a time when your team worked together effectively

   – or tell me about a time when your team faced a challenge and emerged stronger from it

2. What's important to you about this experience?

3. What made this experience possible?

   – culture, leadership, structure, systems, access to information, or what?

4. If you had one wish in relation to this topic, what would it be?

# Appreciative Interviewing: 10-minute breakout in pairs

- One interviews the other using the 4-question guide (5 minutes)
- Reverse roles so the first interviewer becomes the interviewee (5 minutes)
- The goal is to hear stories, not bullet points
- After 10 minutes total time the breakout will end and we will debrief together

# Appreciative Interviewing Debrief

- How did it feel to be interviewed?

- How did it feel to be asking the questions?

- What did the observers notice about the interviews?

# Default Mode
## STORIES WE CREATE
by appreciating strengths and envisioning aspirational possibilities



# Task Positive Mode
## PROBLEMS WE SOLVE
by identifying deficits or gaps that need to be resolved to avert a negative outcome

# How Will You Implement AI in Your Daily Work?

1. Appreciative check-ins or de-briefs at meetings you lead
2. Asking individuals to respond to an appreciative question when you are introduced to them
3. Asking team members to share something positive they observed about another team member
4. Appreciative questions with patients
5. Assuming positive intent
6. Finding the value behind a complaint
7. Transforming an obstacle into an opportunity

Frankel and Beyt 2018: AMA STEPS*forward* AI Principles (prework for this session)

# Session Objectives

Participants will be able to:

✓ Describe appreciative inquiry (AI) and its potential uses in mentorship and leadership

✓ Compare how the brain's default mode and task positive networks support or impede AI

AND

✓ Tell a story about your experience with AI and how you envision using it in the future

# Learning More

- [AMA STEPSforward](#)

- [ACP OnLine - AI for Well-Being](#)

- [Cooperrider AI Process](#)

- [AAMC Career Development - Leading Organizations to Health](#)

- [JGIM Toward an Informal Curriculum that Teachers Professionalism](#)

- [JGIM Enhancing the Informal Curriculum of a Medical School](#)

# Hey.

I see you.
I appreciate you.
I'm grateful for you.