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World of Professional Discipline

**AFFIRMATION WORKS! THE APPRECIATIVE BASIS FOR COMMUNITY AND
ORGANIZATIONAL DEVELOPMENT**

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Serendipitously, in many disciplines, an ancient secret relating to organization and community development has been recently re-discovered. From "Appreciative Inquiry" to "Asset-Based Community Development", facilitators and consultants in many walks of life have realized once again employ the power of affirming the organizations and communities with which they work as the leadership basis to their engagements. This action research session will give an overview of these methods and explore the appreciative basis that can be applied to any consultant facilitator's approaches. Learn why knowing the difference between a "needs assessment" intervention and an "asset-based" intervention can enhance your consulting engagements. Learn how a posture of appreciation of your organization can put you in a better place to assist it.



This session is intended for the seasoned facilitator, particularly those who are familiar with any of the techniques listed above. The assumption is that the attendee - having a working knowledge of these skills - will be willing and able to explore their underlying common philosophical grounding.

Learning Objectives

1. Participants will be able to see the common link between many facilitation techniques popularly used in organizations today and discover a common theoretical basis for them.
2. Participants will be able to recognize the philosophical basis for the methods they themselves regularly use and to compare them with the affirmative basis.
3. Participants will gain some tools to begin to construct their own adaptation of the affirmative basis for their consulting engagements.

Format for Session

Welcome, purpose, introductory conversation – name, from where, “*What’s one thing you most appreciate about this IAF conference?*” 10 mins.

- I. Introduction 20 mins.
- II. Case Study Exercise – 45 mins.
 - A. Context
 - B. Small Group work
 - C. Whole group sharing
- III. More information about Appreciative Inquiry and Asset-based Community Development 10 mins.

IV. The Affirmative Basis of Organizational and Community Development

10 mins.

I. Introduction

- ✓ “The new leader understands and practices the power of appreciation.” Warren Bennis, chairman, The Leadership Institute, Univ. of Southern California; author of 25 books on leadership.
- ✓ Parallel developments in other fields in synch with “Affirmation Works” – Carl Rogers, Pygmalion, Self-Talk, World-View, Placebo, Endorphin
- ✓ Current techniques that employ an “affirmative” philosophy, presupposition or posture – consciously or unconsciously:
 1. Active listening
 2. Affirmative ethics
 3. Appreciation Award exercise
 4. Appreciative inquiry
 5. Asset-based community development
 6. Best practices
 7. Brainstorming
 8. Business ecosystem analysis
 9. Core competencies
 10. Core values
 11. Emotional intelligence
 12. Getting to Yes negotiation skills
 13. ICA ToP™ ORID conversation method



14. ICA ToP™ Wall of Wonder histogram exercise
15. Institutional wisdom
16. Open Book management
17. Open study method
18. Parenting – words of encouragement, tough love
19. Praising feedback
20. Scenario creation
21. Self-Assessment
22. Skill set inventory
23. Social (relationship) style
24. Story telling
25. Values-driven organizations
26. Vision-led strategic planning

What's the emerging, common paradigm?

- A. Deficiency vs. Possibility mind-set – glass half-empty or half-full; the language of deficiency abounds in our society and workplaces
- B. Old Medical model for organizations: diagnosis and cure
- C. Problem-solving vs. Affirmative provocation
- D. Adrenalin vs. endorphin
- E. Intervention vs. Liberation – what's our role?
- F. Facilitation is well suited for Affirmative Consulting
- G. The Affirmative Basis of organizational and community development
- H. We are born to Affirm

The Language of the Deficiency Mind-set (in the workplace)

Black hole	Failure rate	Performance review
Blocked calls	Force-field analysis	Problem-solving
Burn rate	Gap analysis	Red tape
Burn-out	Golden parachute	Repeat reports
Buy-in (vs. ownership)	Implementation break-down	Risk-taking
Contradiction analysis	Insufficient data	Scarce resources
Crisis management	Judgment call	Shortage
Critical thinking	Lack of ... money, time, staff	Short-falls
Customer complaints	Missed opportunities	Silo mentality
Debit cards	Needs assessment	Top-down management
Debug the system	Negative feedback	Turf battles
Dilbert cartoons	Organizational	Vested interests
Discrepancies	diagnosis/pathology	Warning signs
Down round		Y2K glitch
Down time		

Contrasting the Medical paradigms	
Diagnosis of Illness	Wellness maintenance
1. Identification of problem	1. Identifying what makes one well
2. Find the causes of the problem	2. Envisioning how well one could be
3. Treatment options	3. Clarification about wellness options
4. Treatment plan– too often tend to treat just symptoms	4. Chose to live well

The new medical paradigm is in its infancy and is still being discovered.

Contrasting the two O.D. paradigms	
Problem-Solving	Affirmative Provocation
1. Identification of Problem - “Needs Analysis”	1. Appreciating and valuing the best of “What is”
2. Analysis of Root Causes	2. Envisioning “What might be”
3. Determination of Possible Solutions	3. Dialoguing “What should be”
4. Action Planning	4. Innovating “What will be”
Basic Assumption: An Organization is a problem to be solved	Basic Assumption: An Organization is a mystery to be embraced

The O.D. profession and the field of community development in its beginning drew heavily from the prevalent medical model as an analogy. Consultants were the organizational doctors who knew what was best. Clients were like patients with illnesses to be corrected.



As the new medical model is in its infancy, so are new approaches to organization and community development.

<ul style="list-style-type: none"> • Intervention: • Interference • Intrusion • Meddling • Prying • Imposition • Invasion • Interruption • Infringement • Disturbance 	<ul style="list-style-type: none"> • Liberation: • Freeing • Letting loose • Releasing • Delivering
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Synonyms for *affirmation* – “Words are Important Tools”

<ul style="list-style-type: none"> • Accede to • Accept • Acclaim • Acknowledge • Admire • Admit • Adore • Affirm • Agree to • Allow • Applaud • Appreciate • Approve • Assert • Be aware of 	<ul style="list-style-type: none"> • Bless • Celebrate • Cheer • Cherish • Commend • Compliment • Comprehend • Concur • Confirm • Declare • Embrace • Endorse • Esteem • Flatter • Glorify 	<ul style="list-style-type: none"> • Grant • Honor • Maintain • Praise • Prize • Ratify • Realize • Receive • Relish • Swallow • Treasure • Trust • Understand • Value • Welcome
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II. Case Study Exercise

Three situations, each table pick one to work with. Those at your table are the “professional facilitators” bidding on the job to assist these different groups with their situations. Using the “Affirmative Paradigm”, what would you propose? You don’t have to be proficient in any of the current tools I spoke of, maybe, in fact, we’ll invent another this morning!

Situations –

1. A nonprofit civic association of a large town or city; 30-year track record with an aging board (SOBs – same old bunch); recently hired a new executive director who wants to “shake things up.” Wants a strategic plan that includes (but not limited to) harnessing the board’s experience, but not get trapped in it.
2. An I.T. corporation (information technology) – software developers and large computer system analysts and consultants. Been around 10 years; were big on the Y2K efforts, looking for new edge; did \$50 million in revenue last year. Needs a new business strategy.
3. A community-based, neighborhood organization in a community of 10,000 population that is 70% African-America, 30% Hispanic; a “depressed” area; an effort to revitalize the community sponsored by a new collation of CBOs – churches, business association, block clubs, branch bank; with funding from the major civic foundation. Wants a revitalization plan.

Task of team –

Select a “process guide” at your table, a “heads-up” timekeeper, a scribe and a spokesperson. Equalize the time amongst all of you in terms of your contributions to the proposal. Your proposal outline needs to be written up on the newsprint. Task – draft the outline of your proposal/approach to your prospective client.

Reports

By the spokesperson of each model; feedback, Q&A, reflections, synthesis of common elements.



III. More Detail About Appreciative Inquiry and ABCD

Appreciative Inquiry

- ✓ Cooperrider; Case Western Reserve
- ✓ Snap-shot of experience
- ✓ Five principles
 1. The constructionist Principle
 2. The Principle of Simultaneity
 3. The Poetic Principle
 4. The Anticipatory Principle
 5. The Positive Principle
- ✓ 4-D Cycle: Discovery – Dream – Design - Destiny

Publications and Resources on Appreciative Inquiry:

Appreciative Inquiry: Rethinking Human Organization Toward a Positive Theory of Change. David L. Cooperrider, et. al., editors. 2000. Champaign, IL: Stipes Publishing (217-356-8391).

The Thin Book of Appreciative Inquiry. Sue Annis Hammond. Plano, TX: Practical Press (888-316-9544).

Lessons From the Field: Applying Appreciative Inquiry. Sue Hammond and Cathy Royal. Plano, TX: Thin Book Publishing Co. (800-403-0065).

An on-line listserv, operated by the Business School at the University of Utah, can be accessed on the World Wide Web at: <http://lists.business.utah.edu/mailman/listinfo/ailist>

ABCD Asset-Based Community Development

- ✓ Kretzman & McKnight, Northwestern University

- ✓ Snap-shot of application – CHA, Englewood, South Bronx
- ✓ “We are victims of the images other people have of us.”

Publications on Asset-based Community Development:

Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets. 1993. John P. Kretzman and John L. McKnight. Chicago, IL: ACTA Publications (800-397-2282).

Kretzman and McKnight have founded the ABCD Institute, affiliated with Northwestern University, Evanston, Illinois. The institute has several other good resources, including videos and workbooks. To contact the institute, phone 847-491-8711. Check out their website at: www.nwu.edu/urban-affiars/programs/community.html.



IV. Affirmative Basis of Organizational and Community Development

1. Holographic – get the whole system in the room
2. Polyphonic – many voices are needed
3. Heliotropic – the organization/community is (already) alive
4. Chaordic – trust the process

Human Beings are born to Affirm

- ✓ Exceptionality – we are all unique
- ✓ Essentiality – we all have a need to be contributors
- ✓ Equality – we all have the right, obligation and responsibility to share our hopes and dreams for the future

A word of caution – cynicism, and sometimes the glass is very much half-empty! For example, inculcated systemic oppression and racism. Yet, opportunities abound to nurture the appreciative soil of our organizations that we serve. Sometimes, though, the soil needs a little manure. Dilbert cartoon.

“Life is not a problem to be solved, but a mystery to be lived.” Gabriel Marcel

“What are the tools that enable one to avoid falling into the trap of cynicism?”

Implications for Facilitators

Good facilitation presumes an Affirmative posture – consciously or unconsciously. Make it conscious and you’ll be a better facilitator.

Two illuminating analogies –

- “Facilitator as a miner” metaphor
- “Facilitator is like Beauty in “Beauty in the Beast”

The Presenter: James P. Troxel

Jim is a partner in Millennia Consulting and serves on the Adjunct Faculty for DePaul University's School for New Learning. His career in community and organizational development and leadership training spans 30 years and a dozen countries. Prior to founding Millennia, Jim worked for the Institute of Cultural Affairs, a nonprofit global social change organization, where he helped to develop and refine the institute's Technology of Participation process and adapt it to organizations worldwide. He is an expert in citizen participation, employee involvement, quality management, organizational learning, and long-term systemic change.

Jim has led training and planning sessions with private companies, public agencies, national associations, and civic groups around the country, including: the Northeastern Illinois Planning Commission; Southeast Chicago Development Commission; Chicago departments of Aging, Housing, Human Services, and Planning and Development; Illinois departments of Human Services and Children and Family Services; National Association of State Venture Funds; League of American Bicyclists; Business and Professional People in the Public Interest; and the Chicago Community Trust.

Jim is a founding member of the International Association of Facilitators and belongs to the Organization Development Network and the Association of Quality and Participation. He is a graduate of Oklahoma State University, with a master's degree in organizational transformation from DePaul University's School for New Learning. Jim serves on the board of the Alumni Association of DePaul's School for New Learning.

Publications

“Affirmative Ethics: the Ethical Stance of the Facilitator.” In the current issue of Edges magazine, published by ICA:Canada and available to members of the IAF.



Participation Works: Business Cases from Around the World. James P. Troxel, Ed.

1993. Alexandria, VA: Miles River Press (800-767-1501)

Government Works: Profiles of People Making a Difference. James P. Troxel, Ed. 1995.

Alexandria, VA: Miles River Press (800-767-1501)

Appreciation Award



Procedures -

Context – “We’ve worked hard together now it’s time to appreciate everyone’s efforts.”

1. Hand-out “Award” template
2. Each person write their name on the back
3. Each person hand their page to the person on their left.
4. Each person, looking at the name of the person at the top of the page, writes down at least one thing about that person they most appreciate.
5. When done, pass the page to next person of their left. That person does the same.
6. Keep passing around, with everyone adding something they appreciate about that person. Everyone must write down something.
7. Just before the original page comes back to the originator, stop the passing around.
8. Each person should have someone else’s.
9. Now – either in pairs or singly – best in pairs or triads – take the award of the person who you have in your possession, and reading through all the things that other people most appreciate about them, come up with a title that summarizes those appreciations in the form of an award. For example, “The Appreciation Award for _____ is awarded _____.”



10. When everyone is ready, then starting with anyone, that person stands, calls for the person to whom they are going to give their award, reads of the award, hands the award to them (with a hug, maybe, at least a handshake).
11. Then the person who just received their award reads off and presents the next award, and so on around the table until everyone has received their award.
12. Congratulate everyone for his or her awards.

One Hundred One Words of Encouragement*

<ol style="list-style-type: none"> 1. Atta boy (girl)! 2. Awesome! 3. Beautiful! 4. Congratulations! 5. Couldn't have done better myself. 6. Exactly right. 7. Excellent!!! 8. Fantastic! 9. Good for you. 10. Good going. 11. Good job. 12. Good thinking. 13. Good work. 14. Great!!! 15. How striking! 16. I am happy to see you work like that. 17. I am proud of the way you work on today. 18. I am very proud of you. 19. I knew you could do it. 20. I like that. 21. I think you've got it now. 22. I'm blown away. 23. I'm speechless at how well you're doing! 24. It is a pleasure to work with you. 25. Just what the doctor ordered! 26. Keep it up. 27. Keep on trying. 28. Keep working on it; you're getting better each time. 29. Marvelous! 30. Much better. 31. Nice going. 32. Not bad. 33. Nothing can stop you now. 34. Now that's what I call a fine job. 35. Now you have it. 36. Now you've got the hang of it! 37. One more time and you'll have it. 38. Outstanding! 39. Perfect! 40. Right on. 41. Sensational! 42. Superb. 43. Terrific! 44. That 's better. 45. That is the right way. 46. That makes me very happy. 47. That was first class work. 48. That's better than ever. 49. That's breathtaking 50. That's coming along nicely. 	<ol style="list-style-type: none"> 51. That's good 52. That's great! 53. That's it. 54. That's not half bad. 55. That's out of this world! 56. That's quite an improvement. 57. That's really nice. 58. That's right! 59. That's so much better, don't you think? 60. That's stunning! 61. That's the best ever. 62. That's the best you have ever done. 63. That's the way. 64. Tremendous. 65. Way to go! 66. Well, look at you go! 67. Wonderful. 68. WOW! 69. You are doing a good job. 70. You are doing that much better today. 71. You are getting better everyday. 72. You are good at that. 73. You are in gear today. 74. You are learning fast now. 75. You are really learning a lot. 76. You certainly did well today. 77. You did a lot of work today. 78. You did it that time. 79. You did very well. 80. You figured that out fast. 81. You go girl! 82. You got that right! 83. You have figured it out perfectly. 84. You have mastered that! 85. You haven't missed a thing. 86. You make it look easy. 87. You make my job fun. 88. You outdid yourself this time. 89. You're amazing! 90. You're doing beautifully. 91. You're doing fine. 92. You're incredible! 93. You're on the right track now. 94. You're really going to town! 95. You're really improving. 96. You're really working hard now. 97. You've been practicing, I can tell. 98. You've figured it out exactly right. 99. You've got it made in the shade. 100. You've got that down pat. 101. You've just about got it.
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* Otherwise called "Parenting For Dummies"



Appreciative Inquiry 4-D Cycle

