APPRECIATIVE LEADERSHIP

Creating a Generative Culture

APPRECIATION EXERCISE

- Place sign hanging on your back.

- Walk around the room and write an appreciative statement on another leader's back.

- Once someone has 3 statements on their back let them know.

APPRECIATION IS IMPORTANT

"Being told your appreciated is one of the simplest and most incredible things you can ever hear"

- Spirit Science

WHY SHOW APPRECIATION?

- Good managers understand the relationship between appreciation and employee satisfaction.

- 66% of employees say they would "likely leave their job if they didn't feel appreciated"

- Short message with a powerful takeaway- appreciation matters

-Forbes 2017

What is the greatest strength?

Why do you think Apple was and is so successful?

GENERATIVE CULTURE

- Defined by Merriam – Webster as "relating to or capable of production or reproduction"

- "In a generative frame, curiosity and learning conversations reign" (Beitz, 2016)

- If the intention is to innovate and grow then the relational flow must be expanded to include multiple perspectives and explore multiple realities in our way work (Burello et al., 2016).

FOUNDATION

- Positive Psychology – Martin Seligman

- Appreciative Inquiry – David Cooperrider

- Strengths-based – Don Clifton

- Growth Mindset

POSITIVE PSYCHOLOGY

- is a branch of **psychology** that focuses on improving the mental functioning of human beings above that of normal mental health. Researchers in this rapidly growing field investigate what makes human beings happy and how an individual can lead a fulfilling and satisfying life.

- "Positive Psychology is the **scientific study of the strengths and virtues that enable individuals and communities to thrive.**

THAT IS BETTER!

- Leave feeling a sense of accomplishment

- Engaged and ready to come back again

- Reward for hard work

- Building a connection

PERMA

- Positive Emotion
- Engagement
- Positive Relationships
- Meaning and Purpose
- Accomplishment

- Foundations for a groups "well-being"

STRENGTHS-BASED APPROACH

Developing our strengths **increases** our productivity

- We are **6 times more likely** to be engaged at work and **3 times more likely** to report having an excellent quality of life.

- **Focusing on Weaknesses** does not yield results and is a deficit model

- (Gallup, 2016)

INCREASED ENGAGEMENT

- **Customer service-** increased 10%

- **Absenteeism-** decreased 37%

- **Staff turnover-** decreased 25%

- **Safety incidents-** decreased 48%

Q 12 Meta- Analysis at Gallup, 2012

THE RUDY STORY

Talent or Strength (a natural way of thinking, feeling, or behaving)

X (multiplied by)

Focused Effort (time and energy)

_____

= Achievement (Positive Results)

APPRECIATIVE INQUIRY

- Appreciative inquiry (AI) is a model that seeks to engage stakeholders in self-determined change.

  According to Bushe "AI revolutionized the field of organization development and was a precursor to the rise of positive organization studies and the strengths based movement in American management."

How Can I use this?

LET'S THINK

- Who are the 3 employees you count on the most?

  - Why?

  - What are their strengths?

4 – D MODEL

Discovery
What are we at our best?

Our Future
Stakeholder Driven

Destiny
How to learn, adjust and improvise

Dream
Images of the future we want

Design
Co-construct Goals and Systems

CHANGING OUR LENS

- Choose the positive as the focus

- Create shared images of the preferred future or Absolute Best Conclusion

- Find innovative ways to create that future

- Utilize the strengths of the team or organization

WORDS MATTER

- Why can't you do anything right?
- Who made this decision?
- Now what did you do?

- What can you do to make a difference?
- What other solutions can we offer?
- How can I help?

Appreciating the talents and strengths of those around us leads to greatness. It creates a generative culture for achievement and forward momentum.

(Burello, Beitz, & Mann, 2016)

WHAT IF WE ONLY FOCUSED ON WHAT WE CAN'T DO?

LITERATURE TO SUPPORT THE WORK

A Positive Manifesto – Leonard C. Burello, Linda Beitz
& John Mann

Appreciative Inquiry – Frank Barrett & Ronald Fry

Strengths-Based Leadership – Tom Rath, Gallup

Mindset – Carol Dweck

Positive Psychology – Martin Seligman