Transformational Change Through Appreciative Inquiry

Cheryl Duvall, FIIDA, MSOD
Diane Coles Levine, MCR

Thursday March 22, 2018
Meet Our Speakers:

**Cheryl Duvall, FIIDA**

Cheryl is an organizational design and change strategist, blending her two passions: interior design and organization development. She founded Avancé in recognition of the important role that interior design plays in shaping behaviors in the workplace.

After receiving her M.S. in Positive Organization Development and Change, Cheryl developed innovative change management processes to support organizations within the changing landscape of workplace design. Her clients include Cozen O’Connor, HanesBrands, Cisco Systems, Virginia Department of Transportation, and Social Security Administration. In 2014 she published a how-to book about change management, *Change is on the Wind: Managing Change for a New Landscape*, written in the form of an engaging fable.
Meet Our Speakers:

**Diane Coles-Levine, MCR**

Diane is the President at Workplace Management Solutions, a consulting firm that is passionate about workplace strategy and business resilience.

Diane is a member of the IFMA Board of Directors. She is the co-editor of the award winning books "Work on the Move" and "Work on the Move 2." She is a sought after speaker at conferences and a guest lecturer at MIT and Vienna University of Technology.

Diane is a co-founder of the IFMA Workplace Evolutionaries (WE) community, and co-founder and co-organizer of the IFMA Foundation Workplace Strategy Research Summits and the IFMA Foundation Global Workforce Initiative.
What is Appreciative Inquiry?
What is Appreciative Inquiry?

It is the discovery of the best in people, their organizations, and the relevant world around them.

It is the art and practice of asking unconditional positive questions that anticipate and heighten potential.
What does Appreciative Inquiry do?

Appreciative Inquiry links the energy of an organization’s **POSITIVE CORE** directly to any change agenda, and changes *never thought possible* are democratically mobilized.
An organization’s POSITIVE CORE

Achievements
Strategic opportunities
Product strengths
Technical assets
Innovations
Elevated thoughts
Best business practices
Positive emotions
Financial assets

Cooperative moments
Organization wisdom
Core competencies
Vital traditions, values
Social capital
Embedded knowledge
Business ecosystems
Customer loyalty
Alliances and partnerships
Appreciative Inquiry

**ELEVATES:** positive emotions of hope, inspiration, confidence, joy.

**REVERSES NEGATIVE IMPACTS:** letting go, makes irrelevant.

**MAKES RESILIENT:** Increases health-ability, e.g. immune system.
Words Make Worlds

Human systems grow in the direction of what they persistently ask questions about. This is strongest and most sustainable when the means and ends of inquiry are positively correlated.

From Appreciative Inquiry: A Positive Revolution in Change, by David Cooperrider and Diana Whitney
## A Paradigm Shift

### Problem Solving
- Identify Problem
- Conduct Root Cause Analysis
- Develop Solutions & Analyze
- Develop Action Plans

*Organizations are problems to be solved*

### Appreciative Inquiry
- Appreciate “What is”
- Imagine “What Might Be”
- Determine “What Should Be”
- Create “What Will Be”

*Organizations are solutions/mysteries to be embraced*
An example: British Airways

Lost or Delayed Baggage

Since organizations move in the direction of what they study, what do you want more of at British Airways?

Better Service Recovery? NO

Exceptional Arrival Experience? YES!
Best Way to Build High Enthusiasm?

Survey an organization for what is not working?

OR

Learn what the customer considers to be the ideal experience?
Why IFMA chose AI
Why AI for IFMA? Why now?

Several bold changes enacted by Global Board and senior staff
Why AI for IFMA? Why now?

Communications were lacking or ineffective

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Global Board Chair took office in July 2017
Several bold changes enacted by Global Board and senior staff

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Global Board Chair took office in July 2017

“We are committed to getting this right!”

Why AI for IFMA? Why now?
Why AI for IFMA? Why now?

- Several bold changes enacted by Global Board and senior staff
- Concerns expressed by Members, Fellows, Chapter and Community leaders
- Communications were lacking or ineffective
- Global Board Chair took office in July 2017
- "We are committed to getting this right!"

AI

60 days until WWP
IFMA is continuing on the AI journey

Appreciative Inquiry:

ELEVATES

REVERSES NEGATIVITY

IS INCLUSIVE
A Mini-AI Experience

• Reflect on a **high point experience** due to IFMA. This may have occurred:
  o As a member of WE
  o At the chapter level or with a council
  o While attending a conference such as this one
• Consider all the factors: the people, the relationships, the challenge, the outcomes, a sense of accomplishment, etc.
• Pair up with a neighbor and briefly share your high point experience, in 2 minutes or less (taking 4 minutes for the pair of you).
• We’ll notify you you at halfway point so you can rotate to the next person.
Four Phases of AI
Appreciative Inquiry: The “4-D” Cycle

**Discovery**
“What gives life?”
(The best of what is)
*Appreciating*

**Destiny**
“How to empower, learn, and adjust/improvise?”
*Sustaining*

**Affirmative Topic Choice**

**Design**
“What should be—the ideal?”
*Co-creating*

**Dream**
“What might be?”
*Envisioning Results*
AI begins with a few Foundational Questions

Q1: Peak experience or high point?

Q2: Things valued most about …
   • yourself?
   • your role and participation with your organization?
   • the organization itself?

Q3: What are the core factors that give “life” to the organization?

Q4: A Dream Question: Imagine 5+ years
Appreciative Inquiry: 4D Phases

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“What should be—the ideal?”  
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“What might be?”  
*Envisioning Results*

Workshop #1:
- 1:1 interviews
- Common Themes
- Narrow to 3-5 Topics
- Craft questions
- Train interviewers

Next:
- Interview all stakeholder groups
Appreciative Inquiry: 4D Phases

**Workshop #2:**

*Conclude Discovery*
- Analyze Data
- Identify Positive Core
- Determine Topics

*Dream*
- Draft Dream Narratives
- Present Creatively

*Begin Designing*
- Draft Aspiration Statements
Appreciative Inquiry: 4D Phases

- **Discovery**
  
  "What gives life?"
  
  (The best of what is)

  *Appreciating*

- **Dream**
  
  "What might be?"

  *Envisioning Results*

- **Design**
  
  "What should be--the ideal?"

  *Co-creating*

- **Destiny**
  
  "How to empower, learn, and adjust/improvise?"

  *Sustaining*

**Next Steps:**

*Conclude Design*

- Share Aspirations
- Receive Feedback
- Align with initiatives
- Prepare action plans

*Move to Destiny*

- Empower action
- Apply learning
Topics and Questions are important!

It’s a fateful act,
so must craft questions carefully.

Organizations Move in the Direction of
What We Most Frequently and
Systematically Ask Questions About!
AI used globally, in variety of change programs
IFMA: the first 60 days with AI
A Global Workplace Community focused on increasing Workplace Innovation & Consciousness

IFMA's AI Process

Aug 22
STAFF WORKSHOP
Houston

Pairing Up
High Point
Stories

Drafting
Interview
questions for
3-5 topics

Identifying
COMMON
THEMES

WORKPLACE
Evolutionaries
a Community of IFMA
A Global Workplace Community focused on increasing Workplace Innovation & Consciousness

IFMA's AI Process

Aug 22
STAFF WORKSHOP
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Pairing Up
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Aug 23
FELLOWS
BOARD WORKSHOP
Houston

Identifying
COMMON
THEMES

Drafting interview questions for 3-6 topics

IFMA FACILITY FUSION 2018
A Global Workplace Community focused on increasing Workplace Innovation & Consciousness

WORKPLACE
Evolutionaries
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**IFMA's AI Process**

- **Aug 22**
  - STAFF WORKSHOP
  - Houston
- **Aug 23**
  - FELLOWS BOARD WORKSHOP
  - Houston

- **Aug 24**
  - Stakeholder Questions finalized
  - Three Topics:
    - Sharpening FM Skills
    - Exceptional Member Experience
    - Broadening & Globally Advancing FM
A Global Workplace Community focused on increasing Workplace Innovation & Consciousness

IFMA's AI Process

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Identifying
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Aug 23
FELLOWS
BOARD
WORKSHOP
Houston

Open

Brainstorming

Work Sessions

Aug 24
Stakeholder Questions
finalized

Three Topics:
- Sharpening FM Skills
- Exceptional Member Experience
- Broadening & Globally
Advancing FM

Decision to
relieve staff
of conducting
stakeholder
interviews

HURRICANE
HARVEY
IFMA's AI Process

Aug 22
STAFF WORKSHOP
Houston
Pairing Up High Point Stories
Identifying COMMON THEMES
Drafting interview questions for 3-5 topics

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HURRICANE HARVEY
Decision to relieve staff of conducting stakeholder interviews

STAKEHOLDER INTERVIEWS
Aug 28 --> Sep 14
Fellows step up and agree to conduct multiple stakeholder interviews
12 staff members volunteer to conduct interviews
5 staff were interviewed
Board Members also conduct interviews
A Global Workplace Community focused on increasing Workplace Innovation & Consciousness

IFMA's AI Process

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Hurricane Harvey
Decision to relieve staff of conducting stakeholder interviews

Aug 28
Stakeholder Interviews
Fellows step up and agree to conduct multiple stakeholder interviews
12 staff members volunteer to conduct interviews
5 staff were interviewed
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Lots of Data
- Stories
- Quotes
- Dreams across 9 stakeholder groups

Summary Reports of Interviews
2018 IFMA FACILITY FUSION
A Global Workplace Community focused on increasing Workplace Innovation & Consciousness
IFMA's AI Process

Sep 19-20
DISCOVERY AND DREAM WORKSHOP
Chicago
- IFMA's Positive Core
- Dreaming
4 Aspirational Statements

4 ASPIRATIONS FOR IFMA

LOTS OF DATA
- Stories
- Quotes
- Dreams across 9 stakeholder groups
A Global Workplace Community focused on increasing Workplace Innovation & Consciousness

IFMA's AI Process

Aug 22
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- Pairing Up High Point Stories
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Summary Reports of Interviews

Sep 19-20
ASPIRATIONS FOR IFMA

Appreciative Inquiry at WWP

Global Board Mtg
Oct 16-17

House of Delegates
Oct 17

IFMA Central
Oct 18-19

Roaming Videographer
Oct 18-20

Member Feedback
Sep 19-20

Education Session 6.06

Watch for Next Steps
Insights from AI Participants
AI: A Transformational Methodology

Discovery
“What gives life?”
(The best of what is)
Appreciating

Destiny
“How to empower, learn, and adjust/improvise?”
Sustaining

Dream
“What might be?”
Envisioning Results

Design
“What should be—the ideal?”
Co-creating

A Global Workplace Community focused on increasing Workplace Innovation & Consciousness
Staff Discovery Workshop: August 22, 2018
Fellows/Board Workshop: August 23, 2018
**Fellows/Board: Honoring our collective past**

<table>
<thead>
<tr>
<th>Year</th>
<th>IFMA Association Milestones</th>
<th>Member Milestones</th>
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<tbody>
<tr>
<td>1980's</td>
<td>Changes name to IFMA 2 staff</td>
<td>First International Symposium</td>
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<td></td>
<td>National Facility Management Association (IFMA) is established</td>
<td>First Leadership Conference</td>
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<td>1990's</td>
<td>IFMA Foundation established</td>
<td>Membership surpasses 1,000</td>
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<td></td>
<td>First International Symposium</td>
<td>First membership increased 10,000</td>
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<td>First CFM Examinations</td>
<td>First Forum events</td>
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<td>2000's</td>
<td>First Global CFM Examinations</td>
<td>IFMA/UNE Introduction</td>
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<td></td>
<td>Chapters Chartered 12</td>
<td>Membership surpasses 16,000</td>
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<td></td>
<td>First International Symposium</td>
<td>Online Learning Center launched</td>
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<td></td>
<td>First CFM Examinations</td>
<td>The Wine newsletter launched</td>
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<td></td>
<td>World Workplace Debuts</td>
<td>In one year: 7 Conferences 2 Symposia</td>
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<td></td>
<td>First Fellowship Class</td>
<td>Communities of Practice established</td>
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<td></td>
<td>IFMA &amp; British AH&amp;MA alliance</td>
<td>MOUs with British IFMA and IFMA Australia</td>
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<td>Introduces IFMA Learned</td>
<td>Electronic membership offered</td>
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<td>First International Symposium</td>
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<td></td>
<td>First CFM Examinations</td>
<td>In one year: 7 Conferences 2 Symposia</td>
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<tr>
<td></td>
<td>Membership surpasses 20,000</td>
<td>Communities of Practice established</td>
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<td></td>
<td>Founding partner of Center for Built Environments</td>
<td>MOUs with British IFMA and IFMA Australia</td>
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<tr>
<td>2010's</td>
<td>First International CFM Examinations</td>
<td>Sustainable Asset Management Conference</td>
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<td>Inaugural Facility Fusion</td>
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<td>Inaugural World Workplace</td>
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<td>Inaugural World Workplace MidEast</td>
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Post-it notes by workshop participants, identifying key milestone events.
Both workshops resulted in similar topics!

Top 3:
- Sharpening FM Skills
- Exceptional Member Experience
- Broadening and Globally Advancing the FM Profession

Then drafted questions.
Two-part question following introduction

**Sharpening FM Skills**
Abraham Lincoln said, “Give me six hours to cut down a tree. I’ll take four hours to sharpen my axe and two hours to take down the tree.” IFMA wants to help you sharpen your skills and give you the tools you need to take on the challenges of the future. These tools include credentials, education, and knowledge.

3. Please describe a time when you felt equipped as a result of your IFMA credential or experience. We are especially interested in learning why you felt confident in handling the situation. How did you acquire the knowledge or information you needed to be successful?

4. Now let’s look ahead a few years. How might IFMA prepare you for the challenges of the future, where change is accelerating while time and resources continue to be limited? How might IFMA provide you relevant information and resources in a seamless manner to meet the demands of your career? Be bold. We want to hear your dreams.
Staff inspired the ultimate DREAM question

Imagine you are addressing a group of six-year-olds at a career day event. What would you tell them that would get them excited to become a Facility Manager?
Stakeholder Interviews: Aug 28-Sept 14

- Harvey arrived Aug 25.
- Flooding continued during original interview period.
- Fellows really stepped up! Conducted multiple interviews since staff couldn’t.
Workshop #2: 17 reps across 9 stakeholder groups
Day 1: Identified common themes, future vision
Day 1: Identified IFMA’s Positive Core

- Sharpening FM Skills
- Exceptional Member Experience
- Broadening and Globally Advancing the FM Profession
Day 2: Four new teams, writing dream narratives

- Sharpening FM Skills
- Broadening and Globally Advancing the FM Profession
- Exceptional Member Experience
- Evolution of the Global FM Profession and Its Member Centric Association
Dream Team #1: Sharpening FM Skills

“I have a dream....”
Dream Team #2: Exceptional Member Experience

“We deliver what you dream.”
Dream Team #3: Broadening and Globally Advancing FMs

We are no longer an “other” category.
Dream Team #4: The Evolution of the Global FM Profession and Its Member Centric Association

“Welcome to 2022, where there is no status quo, and we are the Imaginators!”

- Mike Feldman
- Kate North
- Nancy Johnson Sanquist
- Diane Coles Levine
Day 2: Drafted 4 Aspirations, received feedback
Then on to WWP: Aspirational Statements at HOD
IFMA’s booth on Expo Floor with 4 statements

Discovery
Dream
Destiny
Design

I’m for AI
Appreciative Inquiry

Pin worn by WWP attendees
Volunteers in booth asking for feedback

Aspirational Statements
Circle the Aspirational Statement you are most excited about:

- Sharpening FM Skills
- Exceptional Member Experience
- Broadening & Advancing the FM Profession
- Evolution of the Global FM Profession

What ideas do you have for ways that IFMA can implement with minimal effort or resources (low hanging fruit)?

_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

What else might IFMA do in support of this statement?

_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

How can we reach you for more information?
Name: __________________________________________
Email: _________________________________________
Phone: _________________________________________
IFMA today

Recent Activity:
Global Board alignment with Strategic Plan

HQ Operational Focus

Staff workshop in January

Pilot Chapter Project
Questions for our AI Participants?
Consider AI for your next Change Program

- Transformational
- Inclusive
- Scalable
- Empowering
- Energizing
- Self-Sustaining
Q&A and Open Discussion
Let’s hear from you....

What questions or comments do you have about:

• The AI process in general?
• AI principles in lieu of entire process?
• Any past change programs that could have used AI?
• Ideas for where to use AI?
A Dream Question to ponder
A Global Workplace Community focused on increasing Workplace Innovation & Consciousness
Thank You!

Cheryl Duvall, FIIDA, MSOD
Avancé LLC
cduvall@avancellc.com

Diane Coles Levine, MCR
Workplace Management Solutions
dcoleslevine@outlook.com