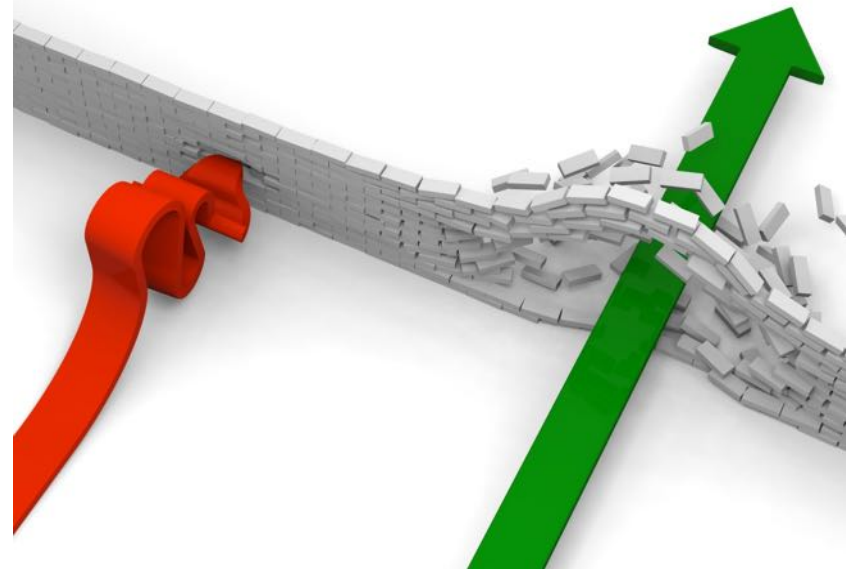


Transformational Change Through Appreciative Inquiry

Cheryl Duvall, FIIDA, MSOD
Diane Coles Levine, MCR

Thursday March 22, 2018

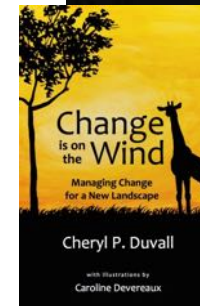


Meet Our Speakers:

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?



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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.



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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



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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



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Why AI for IFMA? Why now?

Several bold
changes enacted by
Global Board and
senior staff

Why AI for IFMA? Why now?

Several bold
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Global Board and
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Communications
were lacking
or ineffective

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Concerns
expressed by
Members, Fellows,
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Global Board Chair
took office in
July 2017

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Several bold
changes enacted by
Global Board and
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Communications
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expressed by
Members, Fellows,
Chapter and
Community leaders

Global Board Chair
took office in
July 2017

"We are
committed to
getting this
right!"



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Why AI for IFMA? Why now?

Several bold changes enacted by Global Board and senior staff

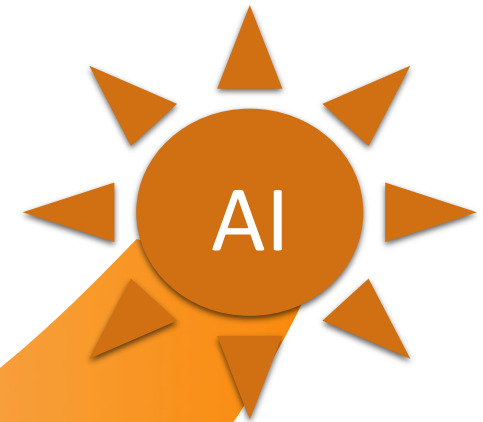
Communications were lacking or ineffective

Concerns expressed by Members, Fellows, Chapter and Community leaders

Global Board Chair took office in July 2017

"We are committed to getting this right!"

60 days until WWP



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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:
 - As a member of WE
 - At the chapter level or with a council
 - 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 at halfway point so you can rotate to the next person.



Four Phases of AI



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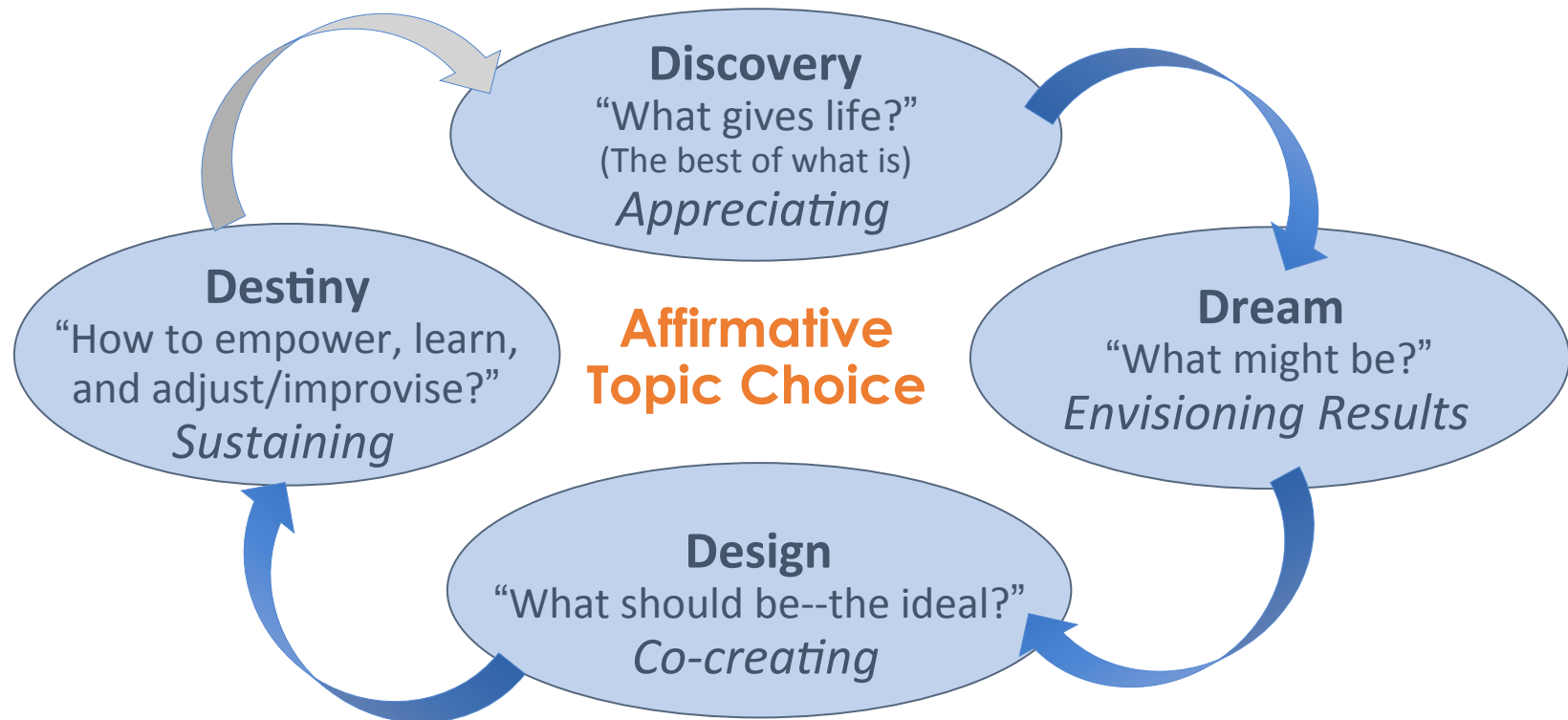
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Appreciative Inquiry: The “4-D” Cycle



AI begins with a few Foundational Questions

Q1: Peak experience or high point?

Q2: Things valued most about ...

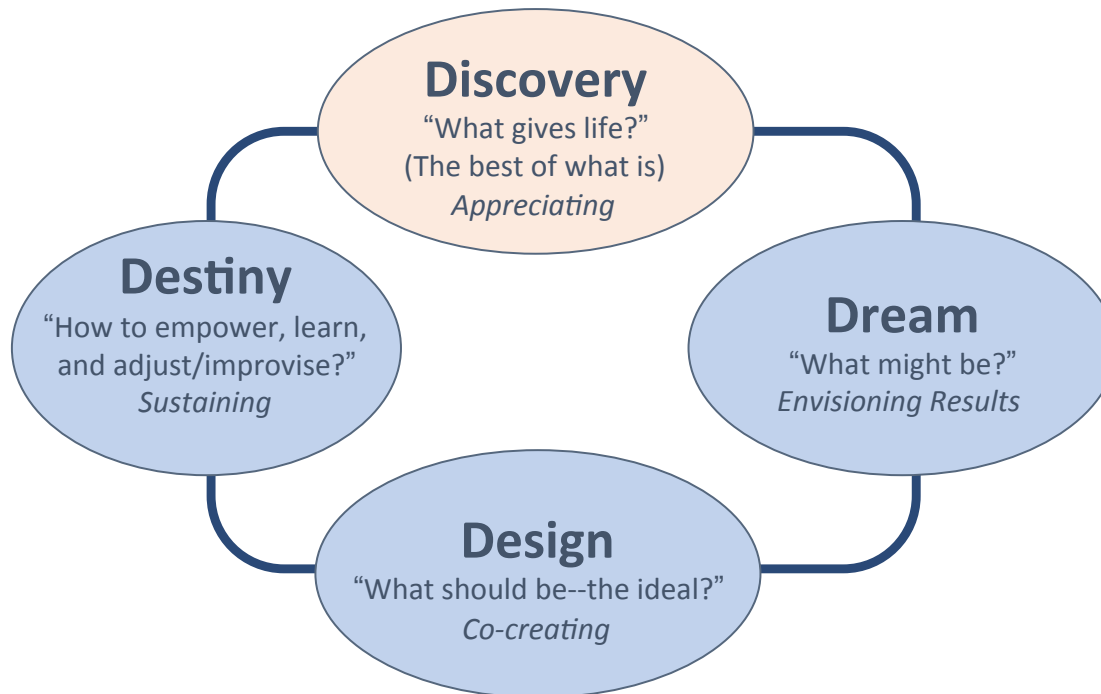
- yourself?
- your role and participation with your organization?
- the organization itself?

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

Q4: A Dream Question: Imagine 5+ years



Appreciative Inquiry: 4D Phases



Workshop #1:

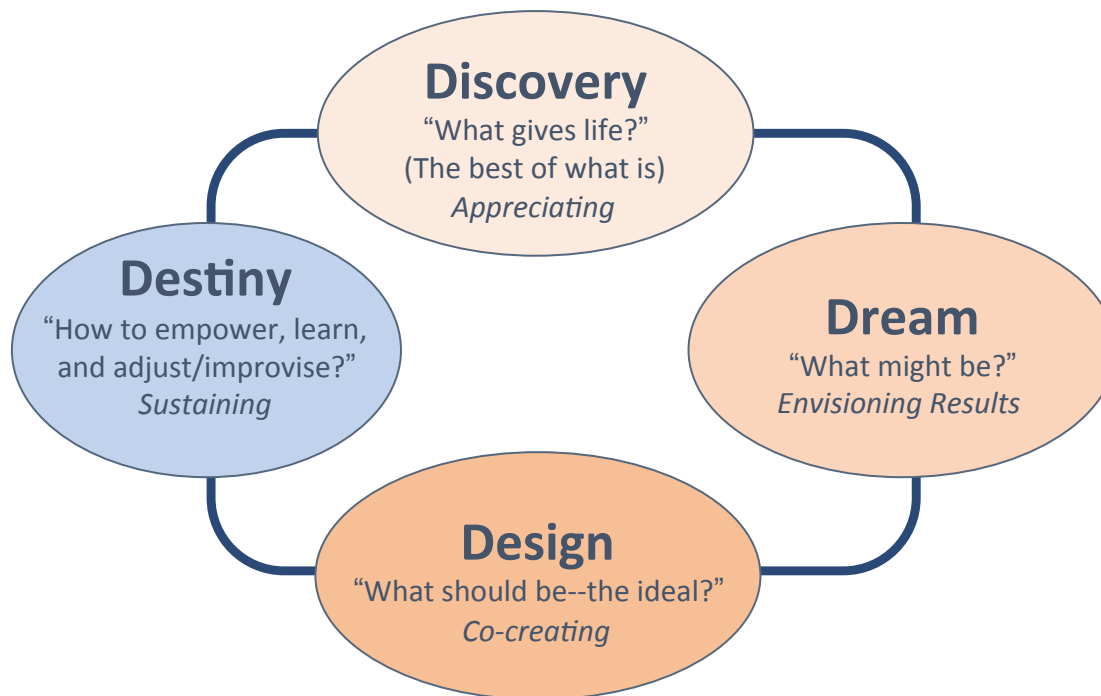
- 1:1 interviews
- Common Themes
- Narrow to 3-5 Topics
- Craft questions
- Train interviewers

Next:

- Interview all stakeholder groups



Appreciative Inquiry: 4D Phases



Workshop #2:

Conclude Discovery

- Analyze Data
- Identify Positive Core
- Determine Topics

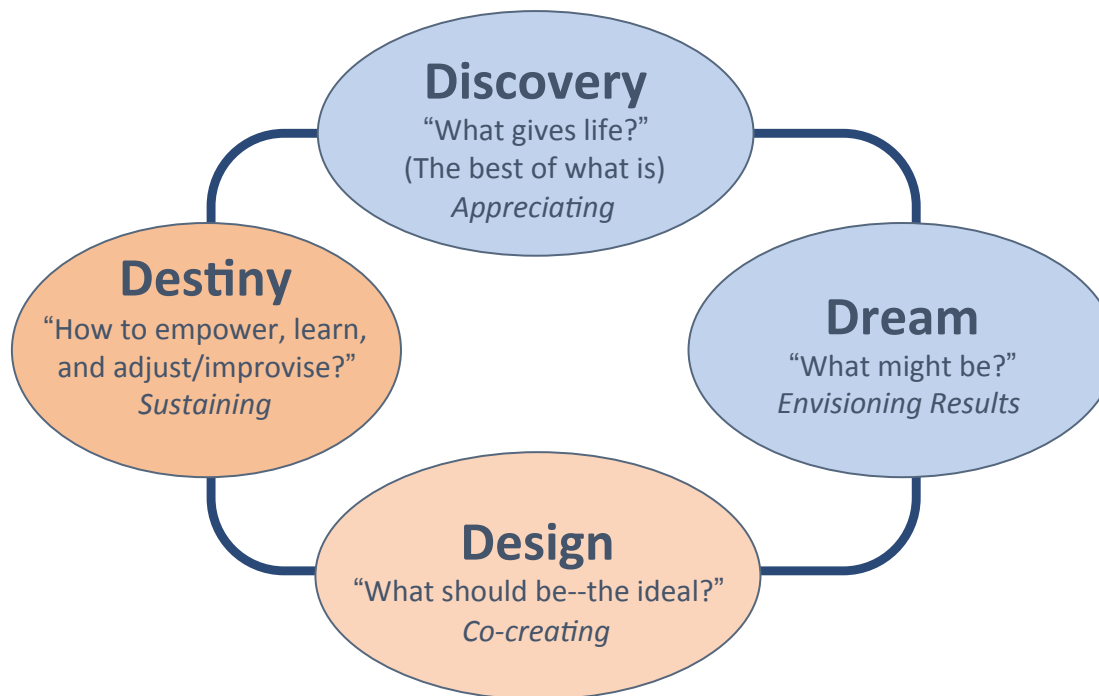
Dream

- Draft Dream Narratives
- Present Creatively

Begin Designing

- Draft Aspiration Statements

Appreciative Inquiry: 4D Phases



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!*



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AI used globally, in variety of change programs

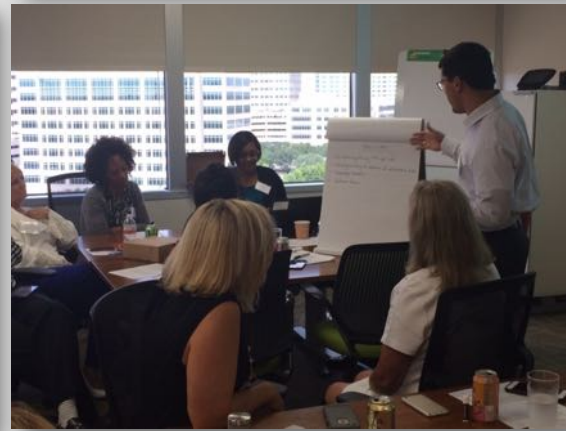


AVON



IFMA: the first 60 days with AI

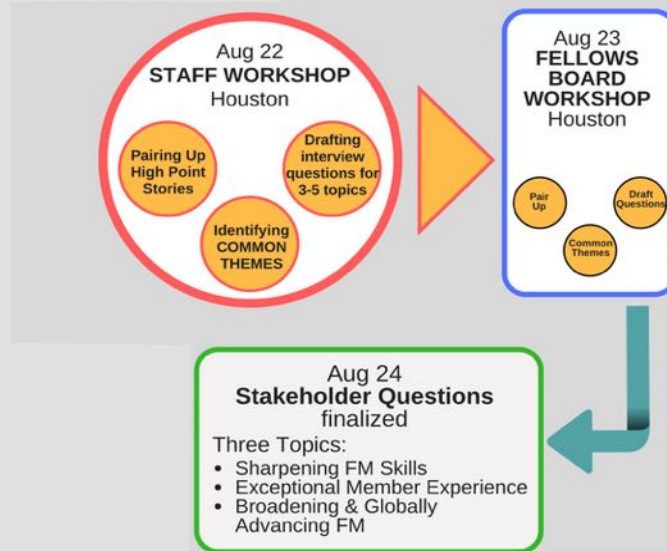
IFMA's AI Process



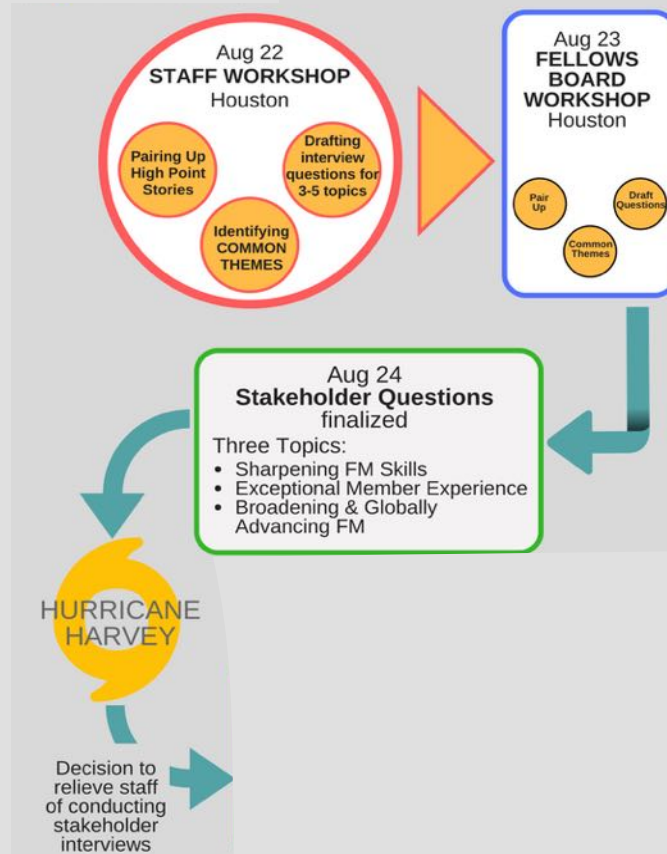
IFMA's AI Process



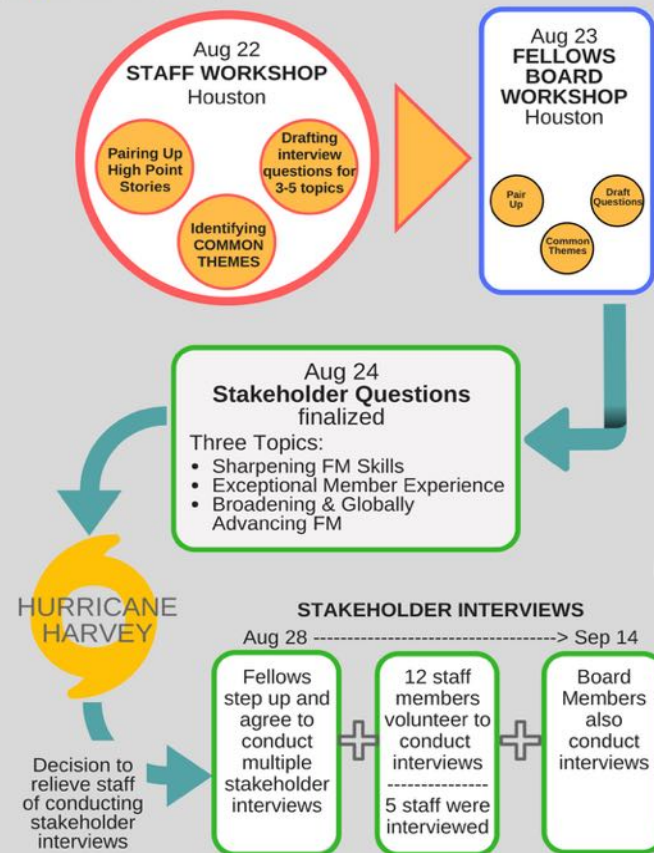
IFMA's AI Process



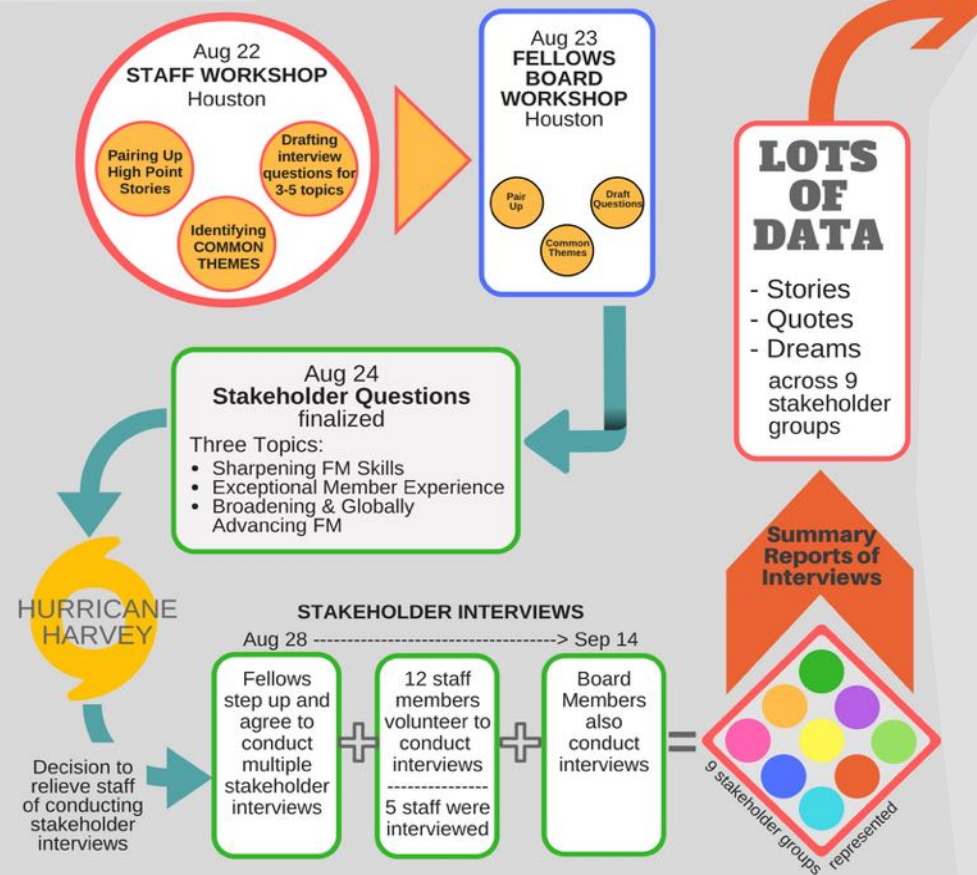
IFMA's AI Process



IFMA's AI Process



IFMA's AI Process



IFMA's AI Process



LOTS OF DATA

- Stories
 - Quotes
 - Dreams
- across 9 stakeholder groups

Sep 19-20
DISCOVERY AND DREAM WORKSHOP
Chicago

- IFMA's Positive Core
- Dreaming

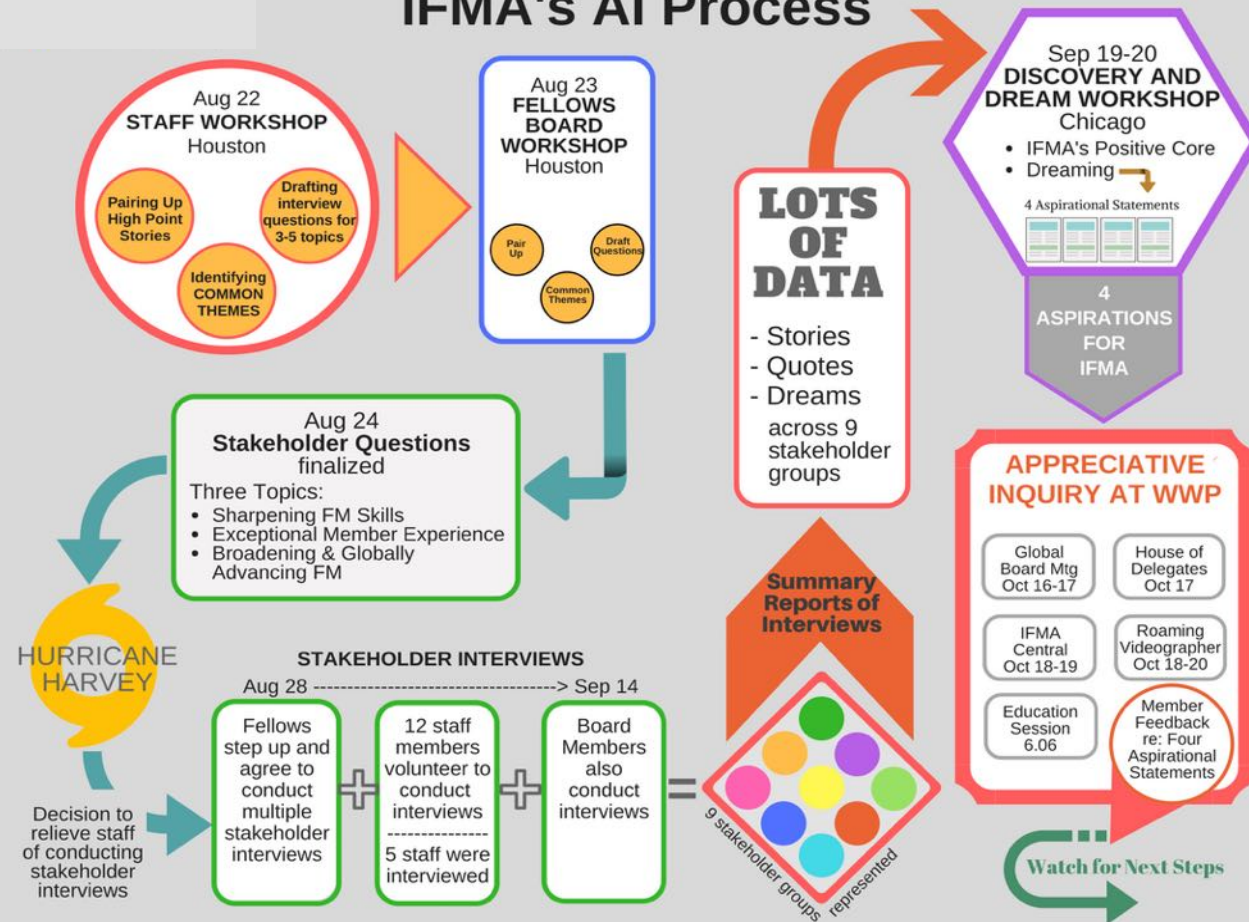
4 Aspirational Statements



4
ASPIRATIONS
FOR
IFMA



IFMA's AI Process



Insights from AI Participants



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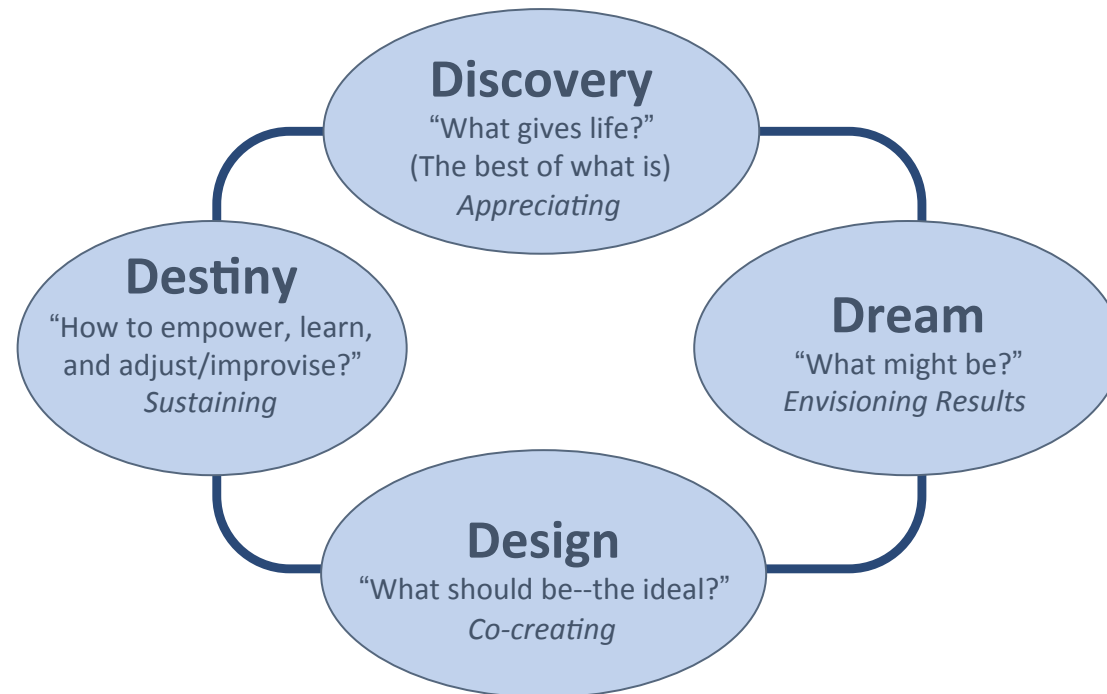
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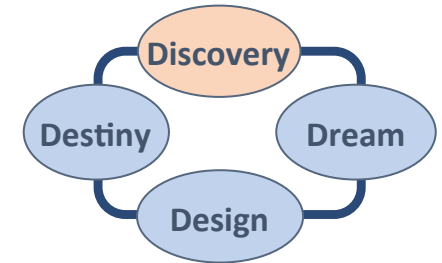


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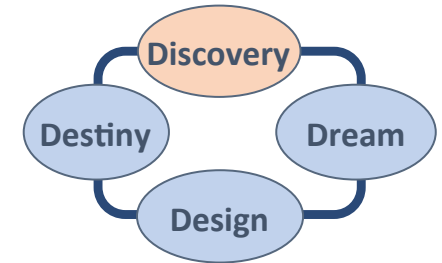
AI: A Transformational Methodology



Staff Discovery Workshop: August 22, 2018



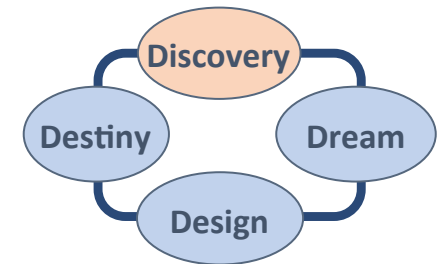
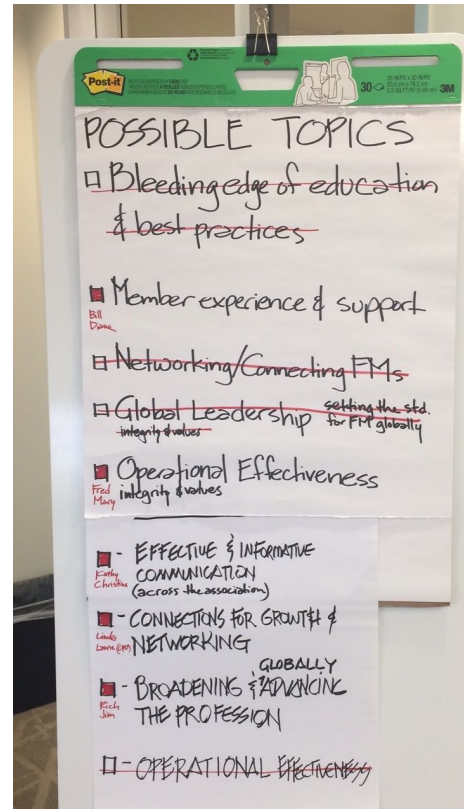
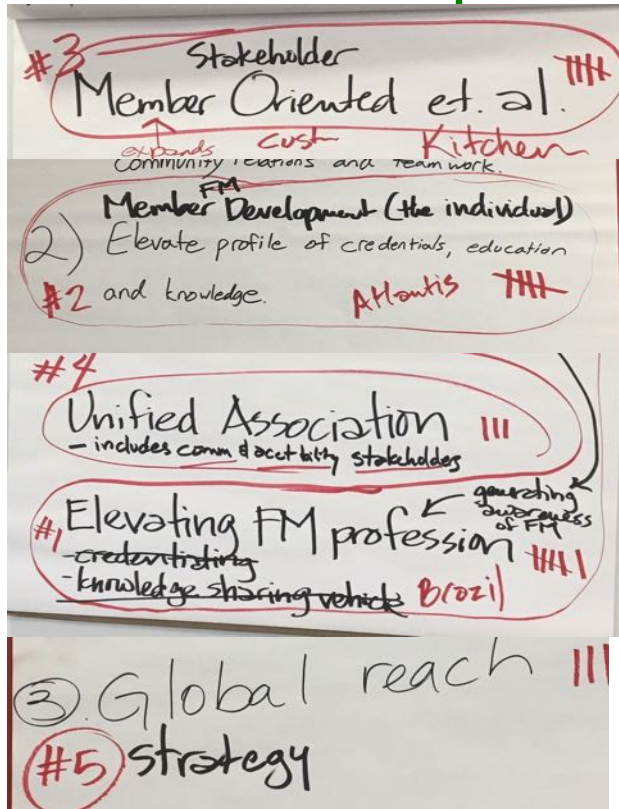
Fellows/Board Workshop: August 23, 2018



Fellows/Board: Honoring our collective past

	1980's	1990's	2000's	2010's	2020's
IFMA Association Milestones	<ul style="list-style-type: none"> Changes name to IFMA HQ employs 2 staff IFMA & British AFM alliance Introduces IFMA Journal Chapters Chartered 47 First International Symposium First Leadership Conference National Facility Management Association (NFMA) is established Membership surpasses 1,000 International Facility Management Association 	<ul style="list-style-type: none"> HQ employs 28 staff First Fellows Class World Workplace debuts Chapters Chartered 135 Councils established 15 IFMANet introduced Founding partner of Center for Built Environment Standards for FM degree programs First CFM Examinations IFMA Foundation established Membership surpasses 10,000 First overseas conferences 	<ul style="list-style-type: none"> First International CFM Examinations Electronic membership offered MOUs with British IFM and FMA Australia The Wire newsletter launched Online Learning Center launched Communities of Practice established Facebook, Twitter, YouTube sites launched In one year: 7 Conferences 2 Forums 2 Symposiums Membership surpasses 18,000 	<ul style="list-style-type: none"> Inaugural Facility Fusion MOU with German FMA Inaugural BIM Conference Sustainable Asset Management Conference Inaugural World Workplace Europe (with RICS) Inaugural World Workplace Middle East (with RICS) Membership surpasses 20,000 First issue of International Journal of FM IFMA 	<p>?</p> <p>Post-it notes by workshop participants, identifying key milestone events.</p>
Member Milestones					

Both workshops resulted in similar topics!



Top 3:

- ❖ Sharpening FM Skills
- ❖ Exceptional Member Experience
- ❖ Broadening and Globally Advancing the FM Profession

Then drafted questions.



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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.

Intentional
preface, with
analogy

Past positive
experience

Bold
dreaming of
future

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?

Inspiration for
dream question
asked in
stakeholder
interviews



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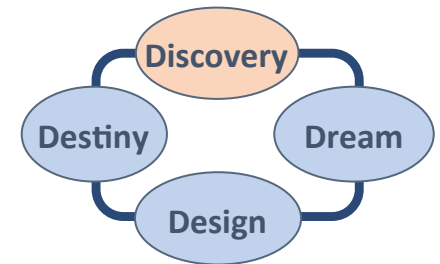
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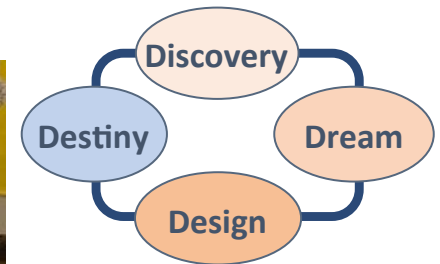
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Stakeholder Interviews: Aug 28-Sept 14

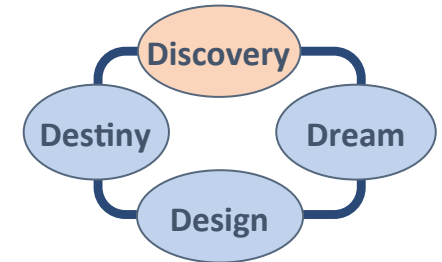
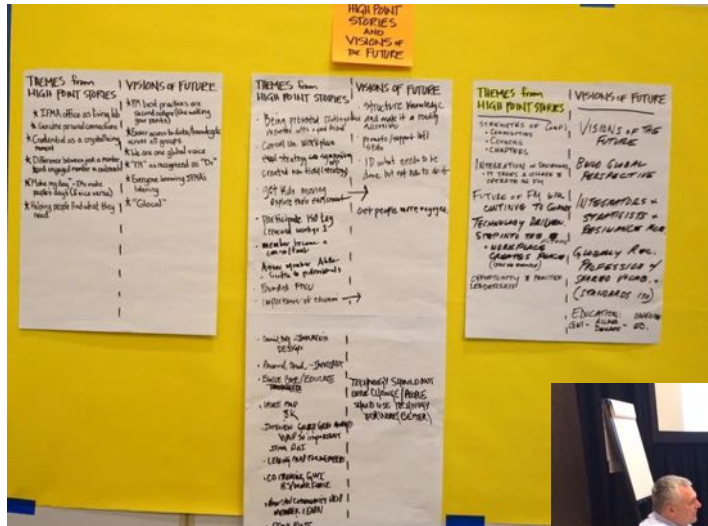


- Harvey arrived Aug 25.
- Flooding continued during original interview period.
- Fellows really stepped up! Conducted multiple interviews since staff couldn't.

Workshop #2: 17 reps across 9 stakeholder groups



Day 1: Identified common themes, future vision



[illegible]

S POSITIVE

ROOT CAUSES OF SUCCESS

- BEHIND CONSISTENCY (Consistency in Policy)
- DEGRADED ANALYSIS (ANALYSIS IS PART OF OUR CULTURE)
- EASY ACCESS TO INTERNAL ANALYTICS
- PROFESSIONAL CUSTOMER SERVICE FROM HQ
- SMART DELEGATE
- IT/HR FLEXIBILITY (ADAPTABILITY, CONFIDENCE)

Exceptional Member Experience

- Vulnerability (Emotional Vulnerability)
- Personal Satisfaction
- One on one action
- ORIGINAL MEETING INTERVIEW PROCESS
- Access to Information
- Generational Experience
- WBY 1984 201
- KINDNESS REMINDER
- Developmental Communication
- Vulnerability (Emotional Vulnerability)
- Action plan
- Vulnerability (Emotional Vulnerability)
- Vulnerability (Emotional Vulnerability)

Broadening and Globally Advancing the FM Profession

- Strategic Partnerships**
 - legality to share & each other
 - Neighbored awareness of FM
 - TEACHING, OFFSHORE, & EXPERTISE built into culture
 - knows responsible to create global & new quality & legislation
- Traditional View of FM Perceived as View?**
 - LOOK BEHIND TRADITIONAL
 - know FM
 - ACADEMIC AUDIENCE
 - need FM
 - understand
 - connecting FM, BUSINESS, AND CURRENT FIVE DECADES
- DESIGN THINKING**
- GLOBAL NETWORK AND CONNECTION**
- LEVERAGE Technology**
- TELLING THE STORY OF FM**
 - HOW FM is critical to every other profession
 - FM: HUMBLE & FLEXIBLE
 - PARTNER: FM
 - understand the importance of maintaining relationships, developing projects
- ECOSYSTEM APPROACH**
- LINK FM TO ORG. SUCCESS**
- STRATEGIC PARTNERSHIPS**
 1. Strategic partnerships
 2. Learning & teach
 3. Experience, build into culture
 4. know responsible to create global & new quality & legislation
 5. know FM
 6. ACADEMIC AUDIENCE
 7. need FM
 8. under
 9. connecting FM, BUSINESS, AND CURRENT FIVE DECADES
 10. HOW FM is critical to every other profession

BROADENING & ADVANCING THE FM PROFESSION

STORIES

1. WHAT CAUSES A SUCCESS

1. FM learning told this person about their organization

2. Exposure to standards & new methods

3. Going overseas to be business & learn to work

4. Global connections in the past (from 1970-1980)

5. Strategic partnerships

6. Learning & teach

7. Experience, build into culture

8. know responsible to create global & new quality & legislation

9. know FM

10. ACADEMIC AUDIENCE

11. need FM

12. under

13. connecting FM, BUSINESS, AND CURRENT FIVE DECADES

14. HOW FM is critical to every other profession

15. FM: HUMBLE & FLEXIBLE

16. PARTNER: FM

17. understand the importance of maintaining relationships, developing projects

18. ECOSYSTEM APPROACH

19. LINK FM TO ORG. SUCCESS

20. DESIGN THINKING

21. GLOBAL NETWORK AND CONNECTION

22. LEVERAGE Technology

23. TELLING THE STORY OF FM

24. HOW FM is critical to every other profession

25. know responsible to create global & new quality & legislation

26. know FM

27. ACADEMIC AUDIENCE

28. need FM

29. under

30. connecting FM, BUSINESS, AND CURRENT FIVE DECADES

31. LOOK BEHIND TRADITIONAL

32. know FM

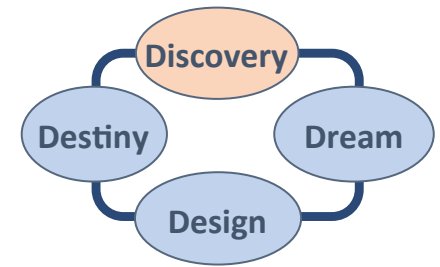
33. Traditional View of FM Perceived as View?

34. Neighbored awareness of FM

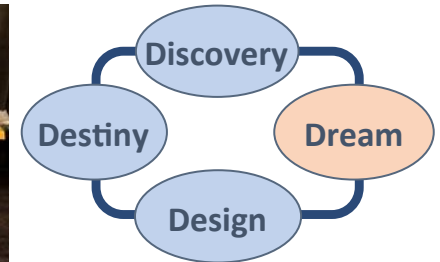
35. legality to share & each other

36. Strategic Partnerships

37. Broadening and Globally Advancing the FM Profession



Day 2: Four new teams, writing dream narratives



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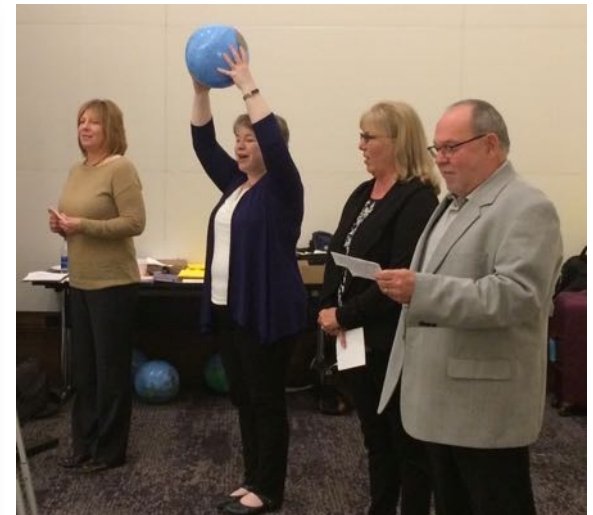


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Dream Team #1: Sharpening FM Skills

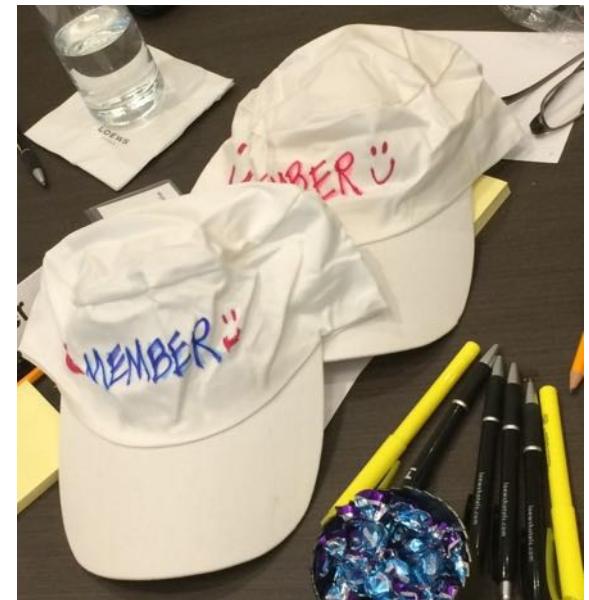


Laurie Gilmer
Cathy Pavick
Mark Sekula
Linda Pate



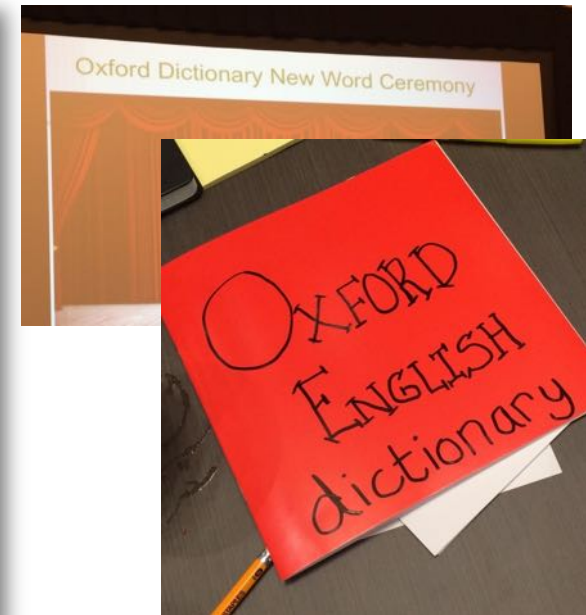
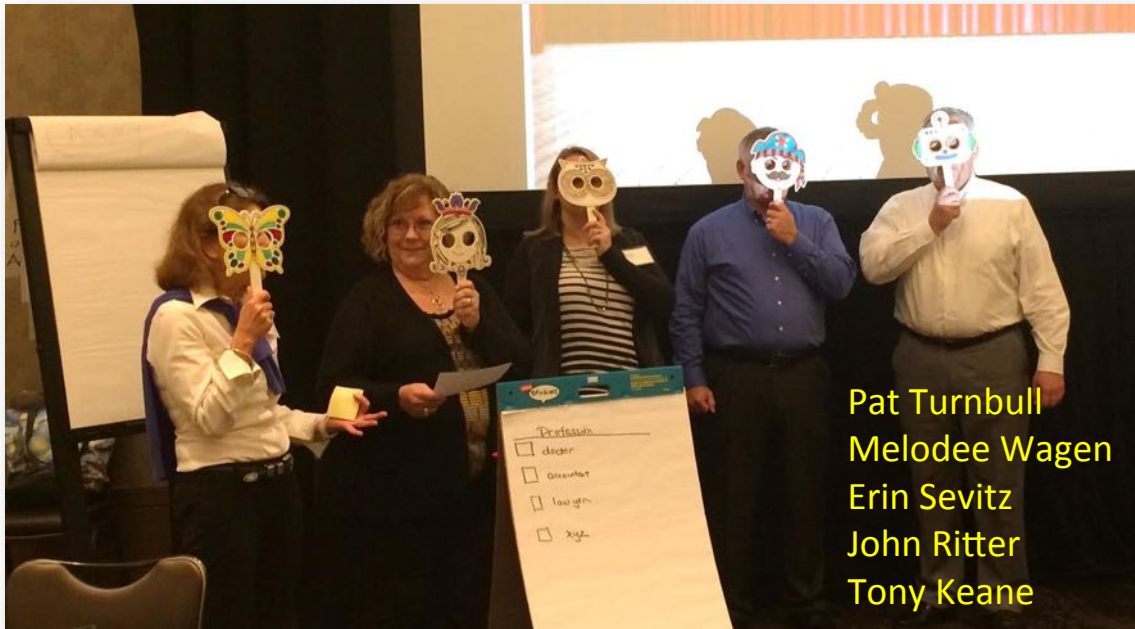
“I have a dream....”

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

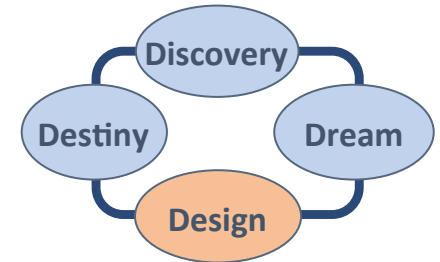


Mike Feldman
Kate North
Nancy Johnson Sanquist
Diane Coles Levine

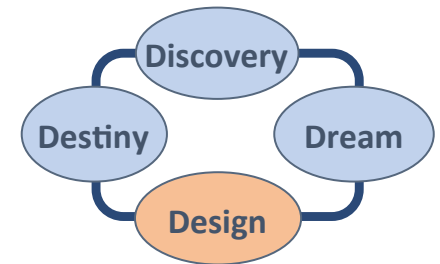


“Welcome to 2022, where there is no status quo, and we are the Imaginators!”

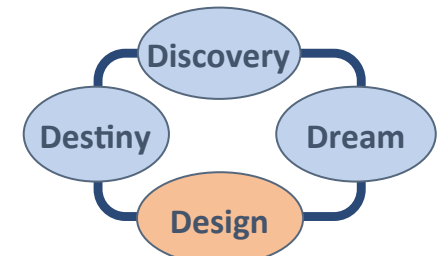
Day 2: Drafted 4 Aspirations, received feedback



Then on to WWP: Aspirational Statements at HOD



IFMA's booth on Expo Floor with 4 statements



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
1	2	3	4

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

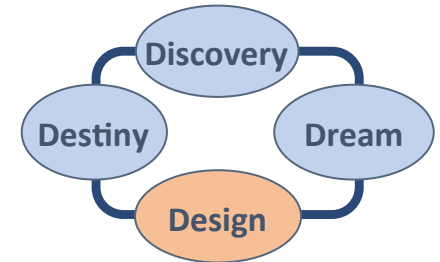
What else might IFMA do in support of this statement?

How can we reach you for more information?

Name:

Email:

Phone:



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IFMA today

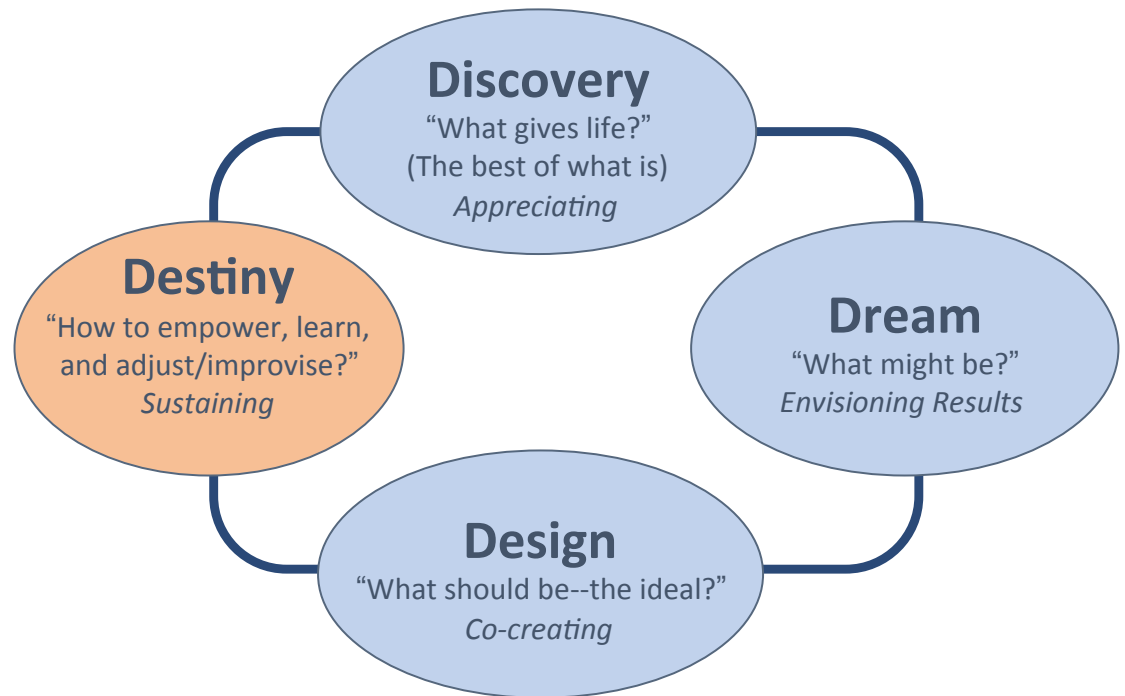
Recent Activity:

Global Board alignment
with Strategic Plan

HQ Operational Focus

Staff workshop in January

Pilot Chapter Project



Questions for our AI Participants?



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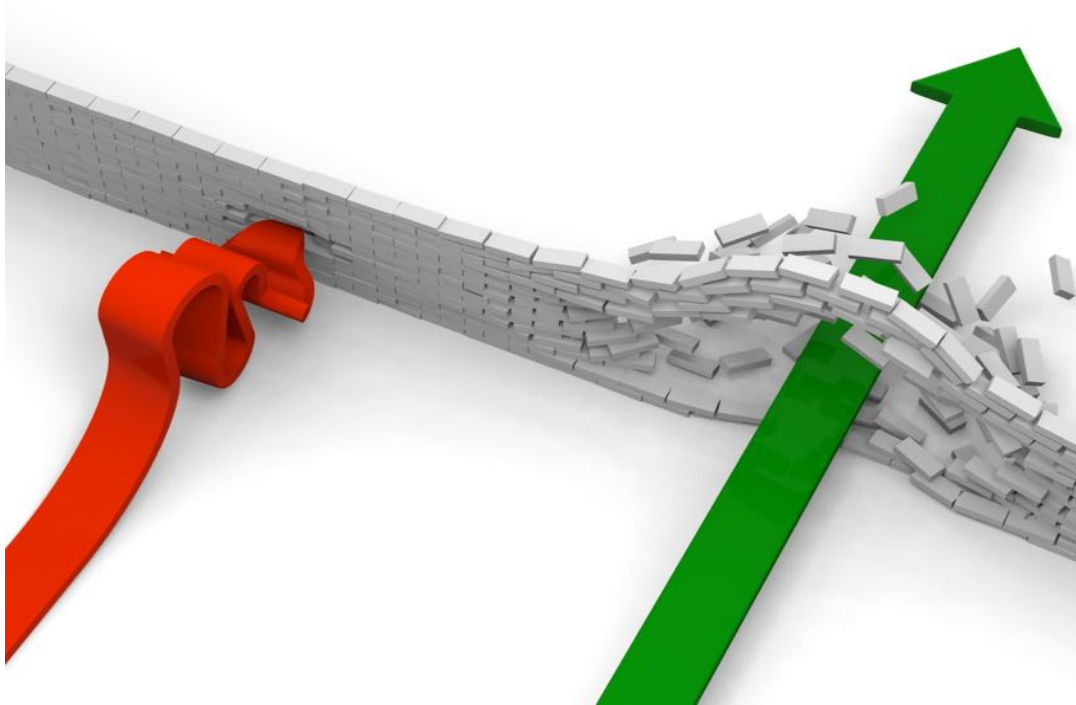
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Consider AI for your next Change Program



Transformational
Inclusive
Scalable
Empowering
Energizing
Self-Sustaining



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Q&A and Open Discussion



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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?



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A Dream Question to ponder



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SUSTAINABLE DEVELOPMENT GOALS



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Thank You!

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