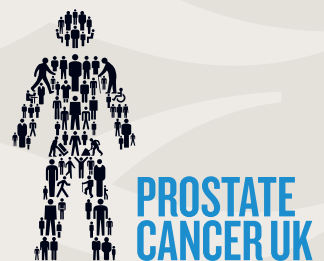


# Appreciative Inquiry visit to Prostate Cancer UK

## Workbook

25th July 2017



Hosted by



**Lauren Wiggins**

Deputy Director of Support & Influencing  
Prostate Cancer UK



**Mr. Chris Collison**

Director

Knowledgeable Ltd.



[chris.collison@outlook.com](mailto:chris.collison@outlook.com)

**Region:** South London

## What interested me about the event...

Contributing to the evaluation and curation of event best practice as part of work with the Health Foundation.



**Mr. Dave Jones-Lofting**

Senior Consultant/Improvement Coach

Simpler Consulting

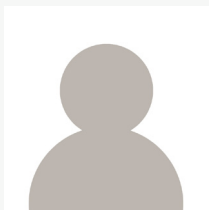


[dave.jones-lofting@uk.ibm.com](mailto:dave.jones-lofting@uk.ibm.com)

**Region:** Scotland

## What interested me about the event...

I've heard of appreciative inquire in passing before; so really want to understand what it is, how it works and most importantly how to use with various stakeholders to improve their involvement in improvement.



**Miss. Dimple Dave**

Q Programme Manager

Health Foundation



[dimple.dave@health.org.uk](mailto:dimple.dave@health.org.uk)

**Region:** UCL Partners

## What interested me about the event...

Interested as a new Q programme manager and seeing how this could help in my role.



Mr. John Rouse

Project Manager

NIHR: CRN NENC

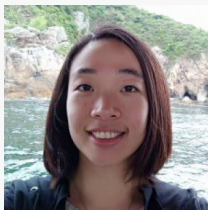


[john.rouse@nihr.ac.uk](mailto:john.rouse@nihr.ac.uk)

**Region:** North East & North Cumbria

## What interested me about the event...

Looking at embedding QI culture across NENC region; AI is an interesting take on changing mindsets/ attitudes to change and would be a great opportunity to learn new skills to work with groups across a complex matrix network.



Ms. Joy Ngai

NHS Education for Scotland



[joy.ngai@nes.scot.nhs.uk](mailto:joy.ngai@nes.scot.nhs.uk)

**Region:** Scotland

## What interested me about the event...

I am curious to learn about the Appreciative Inquiry approach. Also as a general surgical registrar I frequently come across patients who have prostate cancer, and I would be interested to learn about the work of the organisation.



Mrs. Lesley Goodburn

Freelance Patient Experience Specialist



[ljgoodburn@aol.com](mailto:ljgoodburn@aol.com)

**Region:** West Midlands

## What interested me about the event...

I would like to use AI in my Patient Experience work as it has a link to the Assets Based Community Development approaches.



**Mrs. Lesley Mackenzie**

Patient Safety Programme Manager

Wessex AHSN



[lesley.mackenzie@wessexahsn.net](mailto:lesley.mackenzie@wessexahsn.net)

**Region:** Wessex

## What interested me about the event...

I am supporting a programme of work to introduce “Promoting Positive Practice” [PPP] across the Wessex region and Appreciative Inquiry [AI] is one of the key topics to be shared at our events.

Phase one of the programme is 3 events, between October and March 18, with an audience of up to 300. These will focus on teaching delegates about topics including AI. This will be followed by a series of events to explore lived experience and finally leading PPP; live, learn, lead.

The more I can learn about the topic the better equipped I can be to share widely.



**Mrs. Rachel Picton**

Associate Director AHPs

RP Consult Ltd



[rachel@rpconsult.org](mailto:rachel@rpconsult.org)

**Region:** UCL Partners

## What interested me about the event...

Keen to learn more about AI and how it can be used in the improvement journey to best effect.



**Miss. Sam McIntyre**

Quality Manager

Royal College of Emergency Medicine



[sam.mcintyre@rcem.ac.uk](mailto:sam.mcintyre@rcem.ac.uk)

**Region:** UCL Partners

## What interested me about the event...

Focusing on the positives and dreaming of potential future success seems a brilliant way to engage QI and change across a national network.

I hope to pick up ideas to use in a QI workshop for emergency medicine staff.



**Mrs. Sarah Mills**

Integration Commissioning Manager  
Southend CCG



[sarah.mills16@nhs.net](mailto:sarah.mills16@nhs.net)

**Region:** UCL Partners

## What interested me about the event...

I am at the beginning of a service transformation project and I need to engage a range of stakeholders - some of whom are likely to be resistant. I would like to take a novel and positive approach and I'd like to explore Appreciative Inquiry as a method.

I am a UCLP improvement fellow and our next session introduces AI, so I think this will be a useful follow up.



**Miss. Vardeep Deogan**

Quality Improvement Practitioner  
North Bristol NHS Trust



[vardeep.deogan@nbt.nhs.uk](mailto:vardeep.deogan@nbt.nhs.uk)

**Region:** West of England

## What interested me about the event...

I heard Dr Adrian Plunkett talk about AI in a QI event in 2016.

I have since promoted it at an internal Dementia Conference and would like to explore further how this model can be effective in healthcare.



**Mrs. Zoe Lord**

Senior Transformation Lead  
NHS England



[zoelord@nhs.net](mailto:zoelord@nhs.net)

**Region:** West Midlands

## What interested me about the event...

I would like to attend the visit to learn about Appreciative Inquiry. This will be a new skill to enable me to support the improvements across health and care in a new way. I learn from seeing and doing and this will be a great opportunity to do just that. I have also volunteered to be a Q connector, so through this Q network I will be able to share my learning wider than the groups I usually connect with.

In the Horizons team, we are also working with a number of programmes to review & improve the role of the volunteers, so a hands-on visit to a voluntary sector organisation will also be very useful to my development and these volunteer programmes.

# Session aim and objectives

Through this interactive workshop, you will get an overview of Appreciative Inquiry as an approach to quality improvement and have an opportunity to understand the growing role of the voluntary sector in improving care for patients.

## Objectives

- To learn about the principles and framework of Appreciative Inquiry
- To understand how and why this approach was used within Prostate Cancer UK
- To experience aspects of the Appreciative Inquiry approach through direct activities within the workshop
- To build skills and understanding in how to use Appreciative Inquiry
- To reflect on how this approach could be used for quality improvement in attendees own contexts
- To gain an understanding of the role of the voluntary sector in improving care for patients

# Agenda

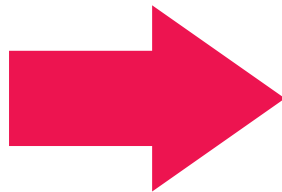
	Topic
09.30	Tea and coffee on arrival
10.00	Welcome and introductions
10.20	Prostate Cancer UK and the role of the voluntary sector in improving care for patients Heather Blake, Director of Support & Influencing
10.50	Appreciative Inquiry – and introducing the approach to Prostate Cancer UK
11.30	Grab a tea / coffee as we move into “doing”
11.30	Experimenting with Appreciative Inquiry together – working with the 5-Ds
13.30	Lunch (provided)
14.00	Guided walk around the Prostate Cancer UK office for those who are interested









# Appreciative Inquiry

- Appreciative Inquiry (AI) is a strength-based change approach that focuses on the development of capacity, rather than the fixing of problems.
- It's 'generative' – it has the impact of creating energy, fostering innovation, being expansive and creating proactivity.
- AI makes the assumption that whatever you want to develop, there will already be 'seeds' of the behaviour, attitude, experience you are wanting to see happening somewhere, some of the time. So rather than eliminate the occasions of 'getting it wrong', we work together to find, understand, learn from and expand the occasions of 'getting it right' and the causes of 'getting it right'.
- It is grounded in real experiences – not wishful / positive thinking:
  - Working with real stories and examples – things that aren't only possible, but are actually happening already – even if it isn't very often.
  - These real examples of best experiences of the past and present are recalled and rigorously understood, primarily through structured conversations and storytelling, to set the stage for well-grounded imagination of what could be possible in the future.

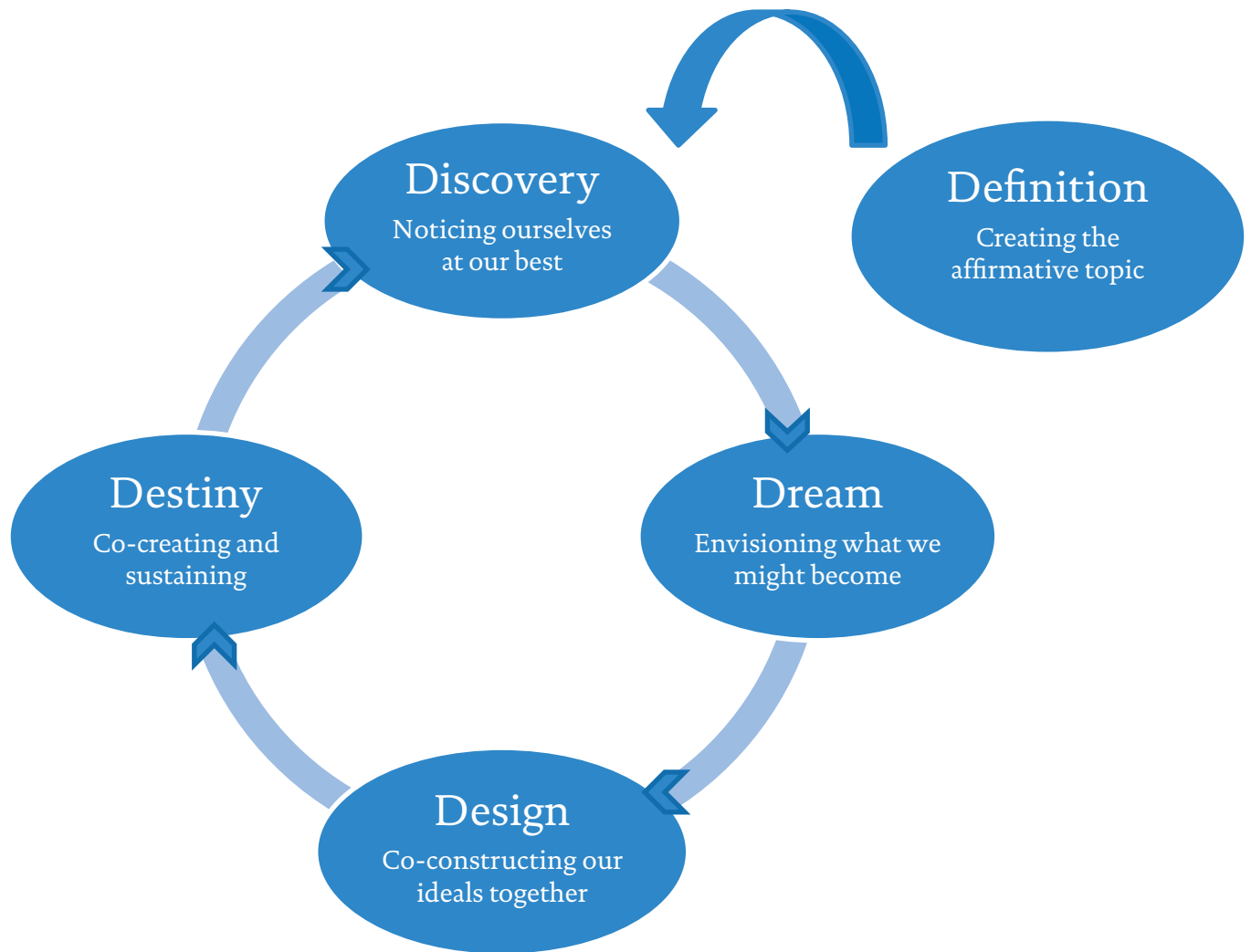
## Problem Solving



## Appreciative Inquiry

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Focus on what is wrong, broken or missing</li></ul>                           | <ul style="list-style-type: none"><li>• Focus on what you want to grow more of</li></ul>                        |
|                                    |                            |
| <ul style="list-style-type: none"><li>• Analyse root causes of these problems to remove them</li></ul>                | <ul style="list-style-type: none"><li>• Inquire positively into root causes of moments of success</li></ul>     |
|                                    |                            |
| <ul style="list-style-type: none"><li>• Brainstorm solutions to overcome weakness</li></ul>                           | <ul style="list-style-type: none"><li>• Co-create innovative projects that stretch our strengths more</li></ul> |
|                                    |                            |
| <ul style="list-style-type: none"><li>• Implement based on overcoming resistance and pushing change through</li></ul> | <ul style="list-style-type: none"><li>• Work together to “experiment” and implement</li></ul>                   |
| <p>Change = problem to be solved, deficit to be removed</p>   | <p>Change = opportunity to be realised, strength to be grown</p>  |

# The 5-D Cycle





# Using AI at Prostate Cancer UK

## Context

- Our Working Principles include “Be Flexible and Collaborative”
- Strategic intention to ensure new ways of working that create flexibility and collaboration – “the right people in the right place at the right time doing the right things.”
- Staff survey results – excellent engagement score 88%, but the most common thing (21%) people wanted to see improve was communication and collaboration across teams and departments.
- Ashridge Masters in Leadership (Quality Improvement) – my opportunity to be 10% braver and lead an intervention.

## Considerations / choices

- Cultural change – seeking to cultivate new behaviours and ways of being and operating together.
  - A lot of good practice and intention to build on – central assumption of Appreciative Inquiry
  - Collaboration – Appreciative Inquiry is a process which engages everyone as adult co-owners and co-authors of the organisational experience.
  - Getting the Senior Management Team on Board
  - A new and very different approach – no controlled outcome, no KPIs, open to everyone as equals. Can be quite unsettling / challenging / anxiety provoking
  - Finding champions – or at least supporters
  - New approach to change required new approach to communication and getting people involved – create interest and curiosity
  - How brave to be – my aims / needs / intentions versus the organisation’s; could I / we “fail safe”? (Steve Chapman – Can Scorpions Smoke?); legacy and sustainability – authentic gesture / intervention rather than a one off.
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## Planning

- Sign off and agreement from senior management team – included expectation that each would actively participate and champion
- Support from an expert (see your pre-reading material) – testing my ideas and assumptions; tips and watch outs; finding and trusting the ‘expert’ within; adding credibility
- Started talking about it – this made it real (no backing out!); preparing the soil – creating curiosity
- Planning – in detail!! – Allowed flexibility and ability to work with what emerged within each group

## What I did

- Half day workshop designed around Discover, Dream, Design and Destiny – scheduled 5 times  
Open access – an invitation to participate  
Repeated 5 times – more opportunities for people to get involved (different days, times and locations)  
Quick succession – to create momentum and energy and grow curiosity  
One workshop in non-London office location – improving accessibility; demonstrating collaboration  
Co-facilitated – my own support; opportunity for others to experience / experiment with AI  
Off site – focus on an issue that is important to us all; new environment to help new thinking and ways of being together  
Co-ordinator – a life saver!
- Communication
  - blog posts; meetings; CONVERSATIONS; feedback blogs; evaluation; report and report back
  - new language (‘experiment’, ‘cultivate’, ‘you’re invited’, ‘join the conversation’, ‘curious’)
  - enough information on specifics to reduce anxiety and explicit about why not more

# Just jump in and do it! Be 10% braver!

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## Experimenting – giving it a go!



# Discovery

**Think back to a time when you experienced patient-centred improvement in action.**

**Tell the story of this experience – in as much rich detail as you can:**

- What was going on in the beginning? How did it start?
- What part were you playing in this at the beginning?
- How did you start to engage with others around you?
- What was your first step? What did you do next? What else did you do?
- If I was to ask other people who were involved in this with you what they observed about the WAY you did what you did, what would they tell me?
- What seemed to really work? What enabled this to happen?
- What were the key things that turned this into a ‘high-point’ experience?
- What around you in your organisation / environment helped you do this – for example, processes, organisational support, leaders, experts, materials, coaching, the physical surroundings...?
- What were the results?
- What happened as an outcome of this?

## **Tips for appreciative conversations**

- Stay in ‘storytelling mode’ – avoid explaining or analysing
- Listen for great quotes, images or phrases
- Be really curious and interested
- Concrete stories about real people and events
- Give space for thinking – allow silences
- Let the storyteller lead with their ideas
- Listen – rather than thinking about your own answers or telling your own stories

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# Discovery - notes



## Discovery – key themes / enablers

# Dream – envisioning what might be

The essence of this phase is to call up and engage with the stretching, exciting possibilities – which might be known or hidden – to do the inquiry topic even better in the future.

It is a process of collective innovation and improvisation, where we start to describe our ideals of the future (note, not our ideal future).

We take what we've learned (the themes and patterns) and add strong provocation, amplification and extension.

This builds on the best of the past, while also encouraging the breaking of rules in order to create something new.

The Dream phase is not like a traditional visioning process – there's no direct intent that the Dream is describing some 'future state' that the organisation is going to move towards. The dreams are provocations and energizers that set up the energy and personal shift in both the individual and the collective thinking, which stimulates people to change the way they act immediately in the present.

# Dream – notes

# Design & Destiny

## Design

There are many ways that our Dreams can come to life.

One way is through us as individuals – our everyday behaviour and ways of working when we get back to work. The biggest changes that can happen in any company / system come from the energy and changed behaviour of individuals. We can all make the difference and be the difference.

Another way to bring our Dreams into reality is by taking action together. Together we can be even more powerful in securing the change we most desire.

## Destiny

This is the stage where ideas that have emerged are nurtured and moved toward action.

The work during this phase is informed by the concept of improvisation – using the positive, emergent qualities of experimentation to make incremental, real changes to the living present, rather than planning large-scale changes that will happen ‘some time in the future’

During this stage, some ideas fall away and often many more ideas and changes emerge as a result of individual changes to behaviour, ideals and relationships. These are often the most powerful aspects of the change.

What we are going to do now is take what we have learned and set ourselves up to act immediately to start to amplify (appreciate / get more of) what we want more of.

This is your opportunity to think about what you can personally change and experiment with that will make a real impact back in your work context – either on the whole of the organisation or on some parts of it where you work locally.

- What are the things that have stood out for you?
- What is inspiring you to take action?
- What would you like to start experimenting with in your own context – think about your own behaviours, small gestures you may be able to make, where do you want to put your energy?
- How will you take this forward?
- What help might you need and where can you get that from?





Key Insights

How I might apply this  
within my organisation

