

WELCOME TO THE ORD SUMMIT



**Igniting Leadership at all Levels**  
***Working Together to Ensure the Earth's Vitality***

*Pervasive Leadership • Liberating Collaboration • Engendering Trust*

*"To advocate human conversation as the means to restore hope to the future is as simple as I can get. But I have seen there is no more powerful way to initiate significant change than to convene a conversation...It is always like this. Real change begins with the simple act of people talking about what they care about."*

--Margaret Wheatley

Author of Leadership and the New Science

*"Contemporary society is not only profoundly shaped by organizations but also can be shaped for the better by them, through the leadership of great organizations. To an extent unimaginable a decade ago, the ideals of building a healthy, prosperous, and sustainable world future are taking on form and substance. Obstacles to cooperation and human enterprise that long seemed immovable have collapsed....organizations are increasingly stepping forward to wrestle with complex issues that affect not only their shareholders, employees, and customers but also the quality of life in the world's communities and cities, the world's ecosystems, and countries around the globe. The best path to the good society, we believe, is the construction of great organizations that nurture and magnify the best in human beings."*

-- David Cooperrider and Suresh Srivastva

Authors of Organizational Wisdom and Executive Courage

## **What Is An “AI” Organizational Summit?**

The **WHOLE SYSTEM** participates — a cross-section of as many interested parties as is practical. That means more diversity and less hierarchy than is usual in a working meeting, and a chance for each person to be heard and to learn other ways of looking at the task at hand.

Future scenarios – for an organization, community or issue - are put into **HISTORICAL** and **GLOBAL** perspective. That means thinking globally together before acting locally. This enhances shared understanding and greater commitment to act. It also increases the range of potential actions.

People **SELF-MANAGE** their work, and use **DIALOGUE** – not “problem-solving” - as the main tool. That means helping each other do the tasks and taking responsibility for our perceptions and actions.

**COMMON GROUND and NARRATIVE RICH INTERACTION** rather than “conflict management,” or negotiation as the frame of reference. That means honoring our differences rather than having to reconcile them, and searching for meaning, and direction in stories that honor and connect us to our “history as positive possibility”.

**APPRECIATIVE INQUIRY (AI)** — To **appreciate** means to value—to understand those things of value worth valuing. To **inquire** means to study, to ask questions, to search. **AI** is, therefore, a collaborative search to identify and understand the organization’s strengths, its potentials, the greatest opportunities, and people’s hopes for the future.

**INSPIRED ACTION ON BEHALF OF THE WHOLE** — Because the “whole system” is involved it is easier to make more rapid decisions, and to make commitments to action in a public way—in an open way that everyone can support and help make happen. The movement to action is guided by internal inspiration, shared leadership, and voluntary initiative. People work on what they share a passion about, what they most care about and believe will make the difference. Real change begins with the simple act of people acting on what they care about, in the context of shared vision that matters

# Appreciative Inquiry “4-D” Cycle



**Cooperrider and Whitney**

## **Exercise #1**

### **Discovery: Articulating the Positive Core of ORD**

Appreciative Inquiry—Opening Conversation in Pairs

Note: Please take brief notes, and use your skills as an interviewer as you listen and go deeper into your partner's experiences, visions, and stories.

#### **Question # 1**

**High Point Experience:** As you look over your experience with ORD, there have been many ups and downs, peaks and valleys. We'd like you to reflect on one of the peaks, *one of the high points*. Can you remember a time that most stands out as a "high point" for you—a time when you felt most effective, alive, most engaged, or really proud?

A. Please share the story...what happened? When? Where? Feelings? Challenges? How were they overcome? Insights?

B. What was it about you and others around you that made it a high point experience?

C. Based on this story and others like it, if we now had a conversation with people that know you the very best and asked them to share: *what are the 3 best qualities they see in you, the best capabilities or qualities that you bring to ORD—what would they say?*

## **Exercise #1 (continued)**

### **Discovery: Articulating the Positive Core of ORD**

Appreciative Inquiry—Opening Conversation in Pairs

Note: Please take brief notes, and use your skills as an interviewer as you listen and go deeper into your partner's experiences, visions, and stories.

#### **Question #2**

#### **Continuity and Change:**

- A. Think back to when you were offered a position at ORD and you decided to say “yes.” What were the attributes that most attracted and excited you-- about your work, about the people, or even the sense of purpose or mission of ORD as an organization? What made the difference for you when you decided to say “yes”?
- B. Thinking today about the larger context of change and purpose of ORD in the world, there are many **trends, events, and developments** that indicate ORD (like any high purpose organization) will likewise change, develop, and perhaps be called to play an even more significant role in the future. In your view, what are the most important events, trends, and developments—in your profession or science, our world, or in the needs and expectations of our constituencies—and what do these trends suggest for ORD's future?
- **What are most important trends, events, or developments? Why?**
  
  
  
  
  
  
  
  
  
  
  - **What do these trends, events, developments imply for ORD's future—its larger purposes, or future opportunities to grow, to change, to aim higher, to lead in new ways?**



## **Exercise #1 (continued)**

### **Discovery: Articulating the Positive Core of ORD**

Appreciative Inquiry—Opening Conversation in Pairs

Note: Please take brief notes, and use your skills as an interviewer as you listen and go deeper into your partner's experiences, visions, and stories.

#### **Question # 4**

#### **Collaboration, Trust and Moments of Scientific or Organizational**

**Achievement:** Increasingly any kind achievement requires the crossing of boundaries, often bringing improbable partners together across boundaries for a free exchange of knowledge, skills and abilities across disciplines, cultures and organizational units.

- A. Describe a time when you were inspired by working with a person or a group in *a collaboration that utilized everyone's strengths*.
- What did you learn about ORD? Connecting across boundaries? Yourself?
  - What were the outcomes?
- B. Now let's build on that story. Imagine a time in the future when ORD has achieved a reputation in the world as a "think tank" of inspired collaborators with a shared vision of integrated solutions to ensure the Earth's vitality.
- What behaviors would you expect?
  - What kinds of organizational systems, norms, or practices would you see making it possible?

## **Exercise #1 (continued)**

### **Discovery: Articulating the Positive Core of ORD**

Appreciative Inquiry—Opening Conversation in Pairs

Note: Please take brief notes, and use your skills as an interviewer as you listen and go deeper into your partner's experiences, visions, and stories.

#### **Question # 5**

**Promising Innovations and Changes Happening at ORD -- For Igniting Leadership at Every Level:** Building an empowered culture of leadership requires innovation and change, and there are already projects, change initiatives, and bold pilots happening all over ORD. Some of the innovations or improvement efforts are small and not known, some are large. But small or large, the initiatives need to be singled out.

As you think about our topic—what initiatives, pilots, practices, or innovations stand out to you as most noteworthy—things that have potential for helping us build pervasive leadership at every level?

- Please name the innovation or change, describe its strengths and potentials, and share where it is happening.

#### **Question # 6**

##### **Images of the Future ORD—2005--2010:**

- A.** If you were to complete the following sentence with your highest aspiration and hope for ORD, what would you say....

“I will be most proud of ORD in the future when\_\_\_\_\_?”

- B.** Actions we can take today to start creating the future:

- What single small change could we make that would have the biggest impact in elevating ORD's capacity right now?
- What bolder change might we want to consider?

## **Self-Management and Group Leadership Roles**

Each small group manages its own discussion, data, time, and reports. Here are useful roles for self-managing this work. **Leadership roles can be rotated.** Divide up the work as you wish:

- **DISCUSSION LEADER** – Assures that each person who wants to speak is heard within time available. Keeps group on track to finish on time.
- **TIMEKEEPER** – Keeps group aware of time left. Monitors report-outs and signals time remaining to person talking.
- **RECORDER** – Writes group's output on flip charts, using speaker's words. Asks person to restate long ideas briefly.
- **REPORTER** – Delivers report to large group in time allotted.

## **Exercise #2**

### **Discovering the Resources in Our Community**

**Purpose:** To appreciate and welcome each other, and to learn about special experiences, visions, capabilities, and resources people bring to this summit.

**Self-Manage:** Select a Discussion Leader, Timekeeper, Recorder and Reporter

#### **Steps:**

1. Share highlights from what you learned about the person *you interviewed*. **Focus on questions 1 & 2.**

Go around the table. Introduce your interview partner—focus on highlights from their “high point” story (question # 1) and best qualities people see in them (question #1) and the key trends, events, and opportunities affecting the future of ORD (question # 2). Everyone gets introduced.

2. Assign a recorder to listen for patterns and common themes—for the high point stories and trends/events/opportunities affecting the future of the ORD.

Recorder makes two lists—and reporter is ready for 3-minute report-out. **Make notes on next page.**

## **Exercise #2 (continued)**

### **Discovering the Resources in Our Community Common Themes and/or Unique Patterns**

#### **High Points Analysis—Discovery of Patterns and Themes**

**When are people most passionate and effective at ORD?**

- 1.
- 2.
- 3.
- 4.
- 5.

#### **Events, Trends, and Developments→ Discovery of Opportunities**

From the perspective of serving the needs of our ORD stakeholders in the future and realizing our mission, what are the key trends, events, or developments affecting our future and how can we **translate these into opportunities or challenges to aim higher, to serve better, to lead?**

**What are, in your view, ORD's five highest opportunities for innovation, change, or leadership based on the trends, events or developments?**

- 1.
- 2.
- 3.
- 4.
- 5.

After recording common themes and any significant differences please record answers to one more question: **What are our excitements or hopes for this ORD Summit — things that would make it significant and worthwhile?**

### **Exercise #3**

## **Discovering and Articulating the “Positive Core” of ORD**

### **When are We at Our Best-- in terms of Igniting Leadership At All Levels and Working Together to Ensure the Earth’s Vitality—and Why?**

**Purpose:** To share the most powerful, future-relevant, and inspiring stories of **igniting leadership at all levels** and to discover all the factors in the stories contributing to an empowered culture of excellence.

**Self-Manage:** Select a Discussion Leader, Timekeeper, Recorder, Reporter

#### **Steps:**

- 1. First share stories and discoveries from questions 3—5 of your interview.**
- As stories are shared, **identify the factors—ORD strengths, special practices and values, capacities, and root causes of success—things that make possible empowered leadership at every level.** Record the stories and analysis on the next page. Everyone shares. Make note of common themes and unique patterns. After your analysis turn your attention to the next, creative step.
- Now create a metaphor to map or picture your insights into “the positive core” of ORD strengths, special practices and values, capacities, and root causes of success—things that ignite good leadership at every level. For example the “positive core” might be pictured as a DNA double helix, a solar system, tree of life....etc.
- Be prepared for a 4-5 minute report. **Reporter should be ready to share :**
  - Your metaphor and picture of your analysis of the positive core and causes of leadership at every level, AND
  - Re-tell one of the actual stories of leadership that illustrates or helped inspire your thinking. Feel free to re-tell the story before or after sharing your metaphor.

**Exercise #3 (continued)**

**Discovering and Articulating the “Positive Core” of ORD**

<p><b><u>Stories about Leadership At Every Level</u></b></p>	<p><b><u>Root Causes of Success</u></b></p> <p><b>Factors that make an empowered culture of excellence possible—things that are causing, creating, or supporting leadership at every level.</b></p> <p><b>These factors can be at the—</b></p> <ul style="list-style-type: none"><li>• <b>individual level</b></li><li>• <b>work unit level</b></li><li>• <b>organizational level</b></li></ul> <p><b>(for example, current programs or initiatives that are effective and should be recognized).</b></p>
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## **Exercise #5**

### **Dreams and Visions of the Future**

#### **Ideal Future Scenario of “ORD Leadership at All Levels” We Most Want**

PRESENTATIONS ARE DUE AT \_\_\_\_\_ O'CLOCK

**Purpose:** To imagine and visualize ORD in the future—the ORD future you want to work toward based on these background questions:

- What is the world calling for our organization to be?
- What does our positive core indicate we can be—taking ORD to a new level?
- What are the most enlivening and exciting possibilities for our organization to ignite leadership at all levels?
- I will be most proud of ORD in 2010 when...?

**Self-Manage:** Select a Discussion Leader, Recorder, Timekeeper and Reporter

1. First share stories and discoveries from question 6 of your interview/opening conversation.
2. Put yourself 7 years into the future—it is 2010. From the perspective of the group or department you are part of and the whole, visualize the ORD you really want-- as if it exists now. What is happening that is new, better, different— as it relates to **Igniting Leadership At All Levels: ORD Working Together to Ensure the Earth's Vitality.**
3. Many changes have happened in the 7 years that have passed. So now envision the positive changes, pilot projects and larger projects, innovations, and accomplishments since 2010, with possible reference to (you choose—these are simply examples):
  - National images and reputation you want—what makes ORD become a magnet for good people
  - Nature of leader-follower relationships (What does this look like in the future you most want?)
  - Quality of leadership education, research, development
  - Organizational practices and structures creating an empowered culture
  - Decision making and planning processes
  - Revolutionary training & learning
  - HR (e.g. performance appraisals) practices
  - Uses of technology, networks, e-learning and sharing of information
  - Collaboration, teamwork and networking
  - Commitment to the mission— preservation of the environment
  - Change readiness and methods for increasing change capacity
  - Communications practices
  - Other highly desirable features, you choose! (See Next Page)

## **Exercise #5 (continued)**

### **Dreams and Visions of the Future**

#### **Ideal Future Scenario of “ORD Leadership at All Levels” We Most Want**

3. (Continued)

Spend enough time to imagine concretely the ORD leadership and culture your group wants to see. This is an exercise in imagination and dreaming – of the kind of ORD you want to work toward.

4. Now choose a **creative** way to present your images of the future as if they are happening now.

*Examples:* \* A TV Special      \* Magazine Cover Story      \* Drama  
                  \* A Day in the Life      \* Panel Presentation      \* A work of Art

5. Finally, after creating your presentation, on a flip chart, brainstorm the major **challenges** that you had to overcome on your way to your vision of ORD 2010, and the **opportunities** you worked with.

**Exercise #5 (continued)**

**Dreams and Visions of the Future**

**Ideal Future Scenario of “ORD Leadership at All Levels” We Most Want**

**Creative Presentations Notes:**

<p><b><u>Most Important, Provocative, Appealing</u></b> <b><u>Ideas for</u></b> <b><u><i>Igniting Leadership at All Levels: ORD</i></u></b> <b><u><i>Working Together to Ensure the Earth's</i></u></b> <b><u><i>Vitality</i></u></b></p>	<p><b><u>Organizational Elements</u></b></p> <p><b>What kind of organizational elements are necessary in order to bring these ideas to life:</b></p> <p><b>(For Example: Systems, Structures, Culture, Recruiting Practices, Mechanisms, Strategies, Education &amp; Training, Policies, etc.)</b></p>
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## **Exercise #6**

### **Design Principles for Igniting Leadership at All Levels**

#### **Writing “Provocative Propositions” for key Organizational Elements**

PRESENTATIONS ARE DUE AT \_\_\_\_\_ O’CLOCK

**Purpose:** To lift our hopes and dreams of an ORD culture of excellence that ignites leadership at all levels. Here we consider elements such as practices, structures, policies, technologies, etc. and other elements that would bring our dreams to life.

**Self-Manage:** Select a Discussion Leader, Timekeeper, Recorder and Reporter

#### **Steps:**

1. At your table, review the examples of provocative propositions on the next sheet and the guidelines for great provocative propositions so that you all have a shared sense of what your product might look like at the end of this exercise (\_\_\_\_\_minutes).
2. Discuss / brainstorm the “ingredients” you would like to see present in the ideal version of the ”organizational element” assigned to your table (\_\_\_\_\_minutes).
3. As a group, create on your flip chart a first draft Provocative Proposition of the “organizational element” to your table – a short picture of what it would look like when infused with the energy and essence of your dream (\_\_\_\_\_minutes).
4. Finalize your DRAFT Design Provocative Proposition by printing a neat version on a single flip chart page. Also, please type your proposition onto a disk. Be prepared to report out (4 minutes).

## **Exercise #6 (continued)**

### **Design Elements of Provocative Propositions**

#### **Definitions and Guidelines**

Appreciative Design through creating provocative propositions is a time for the creation of new forms, new containers, new practices which embrace and are infused by the positive core unearthed in Discovery and imagined in our Dream.

“First we shape our structures and then our structures shape us.”

Winston Churchill

“Most people spend 50% of their time not just doing their job but fighting their own institutional bureaucracies.”

Dee Hock, Founder of Visa International

“All systems are perfectly designed to achieve the results they are currently getting.”

Marv Weisbord, Organizational Consultant

#### **Great Provocative Propositions...**

- Are provocative – they stretch and challenge
- Are desired (people want to create them)
- Are exciting and have energizing language
- Represent things we really believe in, like constitutional *beliefs* as in “we hold these truths to be self evident...”
- Describe what is wanted in a positive way (rather than saying what is not wanted)
- Are written in the present tense, as if they are already happening

#### **Examples of Elements that make up the Organizational Architecture:**

Education and Training  
Leadership Style and Culture  
Staff/People/Relationships  
Work Processes & Job Design  
Career Structures & Incentives  
Organizational Structures  
Stakeholder Relationships  
Communications  
Systems

Reward and Recognition Practices  
Decision Making Procedures  
Beliefs about People  
Beliefs about Power and Authority  
Recruiting Practices  
Balance of Personal / Professional Life  
Information Systems and Technology  
Empowering Planning Methods

## **Exercise #6 (continued)**

### **Design Elements of Provocative Propositions**

#### **Definitions and Guidelines**

##### **Sample Provocative Propositions:**

Education and training are the foundation of the empowered culture of excellence in ORD. We foster leadership that encourages, challenges, and supports all members of the Agency to engage in ongoing learning, both personal and professional. ORD provides life long training and education opportunities that support a sense of purpose, direction, and continual growth. This, in turn, nurtures the strength and confidence people need to achieve their full personal and professional potential.

We recognize that all members want to contribute to a higher sense of purpose and service to a larger mission. Jobs are designed so that people have freedom and autonomy to take necessary action to achieve the mission of their department and see the meaningfulness of their contributions. All jobs are designed to be meaningful, purposeful, and rewarding.

ORD recognizes that people from all levels of the organization have valuable knowledge, experience, and immense potential. We have a culture that fosters empowerment at all levels of the Agency. Toward this end, decisions are made at the most local level possible and include all relevant and affected parties ensuring the sharing of good information, and creating the empowered involvement that breeds commitment.

## **Exercise #7**

### **Destiny Worksheet**

#### **Open Space Round One**

**Purpose:** To create possible pilot projects, change initiatives and actions that have potential to move us toward the ORD future we want as articulated in our design propositions.

**Self-Manage:** Select a Discussion Leader, Timekeeper, Recorder and Reporter

1. Questions to discuss:

- Vision of this initiative or learning pilot: what is needed in order to be a successful learning experience?
- Who needs to be involved in the implementation? Champions?
- What are possible locations? Departments? Divisions?
- Learning potentials and possible impacts?
- When should it be started?

2. Be prepared to summarize, write up and submit the following:

- Group Members:
- Name of Pilot project:
- Craft a short purpose statement that relates it to the propositions of the ideal future we want: "The purpose of this initiative or pilot is...."
- Write a short description of the proposed pilot: What, When, Where, How, Etc.

Short term action plans (over the next 2 months):

ACTIONS

HELP NEEDED FROM

DUE DATES

Long term actions (next year and beyond)

ACTIONS

HELP NEEDED FROM

DUE DATES

## **Exercise #7 (continued)**

### **Destiny Worksheet**

#### **Open Space Round Two**

**Purpose:** To create possible pilot projects, change initiatives and actions that have potential to move us toward the ORD future we want as articulated in our design propositions.

**Self-Manage:** Select a Discussion Leader, Timekeeper, Recorder and Reporter

1. Questions to discuss:

- Vision of this initiative or learning pilot: what is needed in order to be a successful learning experience?
- Who needs to be involved in the implementation? Champions?
- What are possible locations? Departments? Divisions?
- Learning potentials and possible impacts?
- When should it be started?

2. Be prepared to summarize, write up and submit the following:

- Group Members:
- Name of Pilot project:
- Craft a short purpose statement that relates it to the propositions of the ideal future we want: "The purpose of this initiative or pilot is...."
- Write a short description of the proposed pilot: What, When, Where, How, Etc.

Short term action plans (over the next 2 months):

ACTIONS

HELP NEEDED FROM

DUE DATES

Long term actions (next year and beyond)

ACTIONS

HELP NEEDED FROM

DUE DATES