

ARHE Staff Chat: Strategic Planning using Appreciative Inquiry

Using Appreciative Inquiry for Strategic Planning

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Learning Objectives

- 1. Understand the process of Appreciative Inquiry**
- 2. Apply the 5 steps of appreciative inquiry to the strategic planning process**
- 3. Have the tools to develop your own plan/approach**

Appreciative Inquiry

Appreciate

- To value – to understand those things worth valuing

Inquire

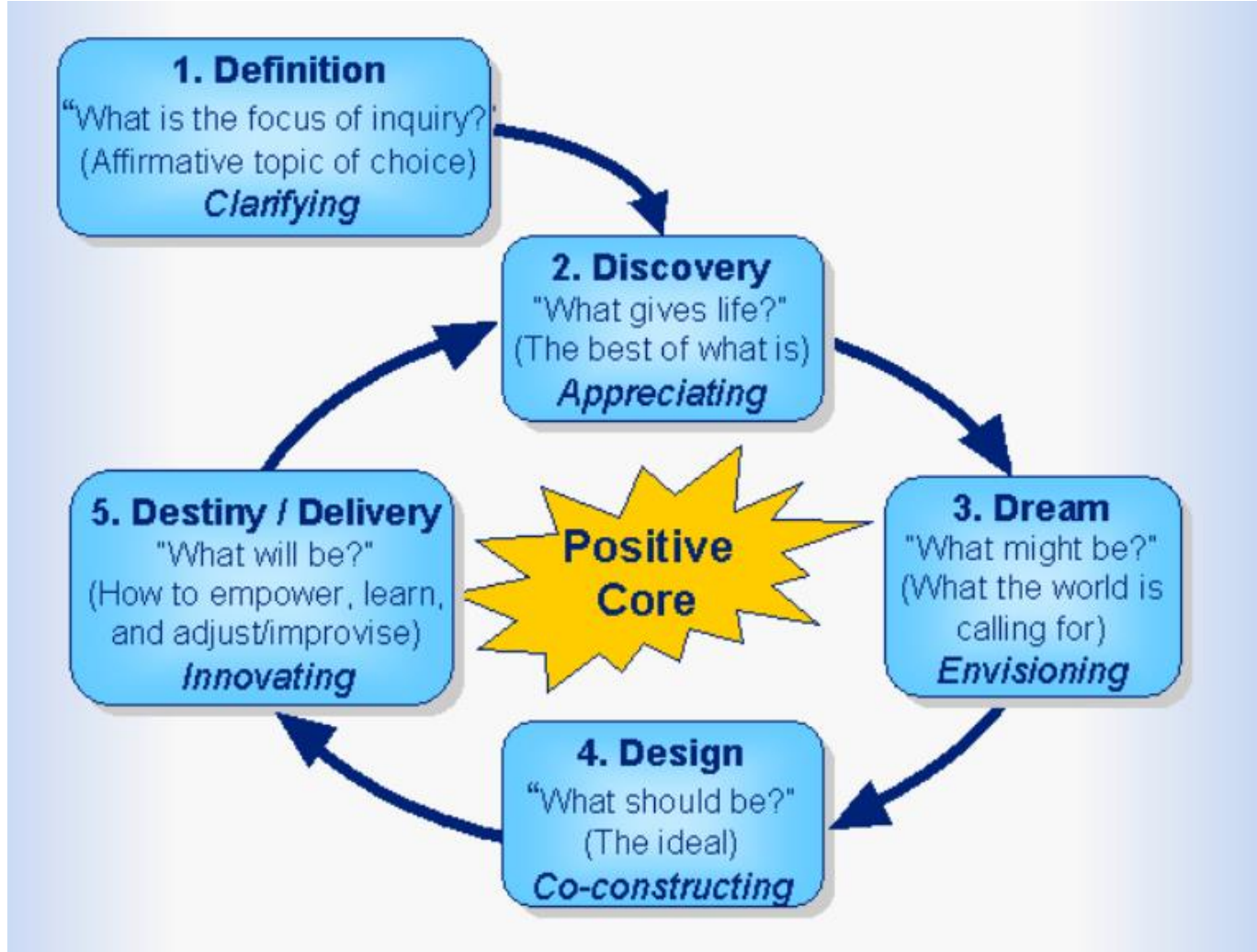
- To study, to ask questions, to search

***Appreciative Inquiry*, therefore, is a collaborative search to identify and understand the organization's strengths, its potentials, its greatest opportunities, and people's hopes for the future.**

More about Appreciative Inquiry

- Human systems **grow in the direction of what they persistently ask questions about**
- AI involves systematic discovery of **what gives life to an organization**, when it is most effective and most capable
- AI involves the art and practice of asking **unconditionally positive questions** that **strengthen a system's capacity** to apprehend, anticipate, and heighten positive potential

5 D Cycle of Appreciative Inquiry



Developed in the early 1990's by David Cooperrider and Suresh Srivastva



Preparation

Who gets included and how to engage

The Who:

- Identify key stakeholders
- Staff
- Students
- Allies and champions
- Campus partners
- Donors, supporters
- Community partners, including other institutions
- Key leadership (whose buy-in you seek)
- Future stakeholders

The How:

- Existing meetings
- Individual interviews
- Focus Groups
- Surveys



Notes

- Each phase is distinct and serves a specific purpose in the process
- Storytelling is key
- Can use individual interviews or facilitate groups or mix
- Let the group identify the common and important themes and topics that emerge among the discussion

Suggested Interview Structure



Consistent questions for individuals and groups



Collect specific details about experiences



Look for themes that emerge



Focus on positive, not on what to fix



If you get stuck on a problem, then reframe to be a vision



Train a team to interview and sift through themes

Suggested Format for Storytelling and Listening

Answer these questions with your partner. Give details and expand on WHY it was important and HOW it affected you. Take notes as you listen to your partner. Don't try to write down every word they are saying, but the **key words/phrases that resonate with you** as they share.

You

Your Partner

Highlight/Circle 1-2 key words or phrases that stand out in your story and your partner's story to share with the group.



LET'S GET
STARTED!

- Start with your own team
- Move to primary stakeholders
- Identify other stakeholders you want to include

Define – Start with what you want to ask about



What is the focus of the inquiry?

Purpose
Content

What needs to be achieved?



Positive Core

What is the heart and soul of our CRC and what we do?

*What are the things you celebrate about our
organization and our work?*

*Use words, pictures, symbols, phrases, etc. to tell your
story*

Discovery

- Describe a time with the CRC that you consider a highpoint experience, a time when you were most engaged and felt alive and vibrant.
- Without being modest, tell me what it is that you most value about yourself, your work, and your organization.
- What are the core factors that give life to your organization when it is at its best?



Discuss, Debrief and Identify Themes

- What were common themes
- What resonated most with the group
- What qualities are you seeing emerge as strengths
- List themes of the **DISCOVERY** phase about **WHAT IS**



Dream

- If our CRC was ideal (with no limits) what would that ultimate vision look like? **Be specific!** Describe programs, functions, services, people, activities, procedures, whatever you think of when you think of the ideal CRC.
- What are those things about us that no matter how much we change, we want to continue in our new and different future?

Discuss, Debrief and Identify Themes

- What were common themes
- What resonated most with the group
- What ideas are you seeing emerge
- List themes of the **DREAM** phase about **WHAT COULD BE**

Design: Possibility Propositions

What would our CRC look like if we were designed in every way possible to maximize the qualities of the positive core and enable the realization of our dreams?

“Bridging the best of **WHAT IS** with the collective aspiration of **WHAT MIGHT BE.**”



Design Discussion

Remember, we want to:

Harness our strengths

and

Build on our successes

Use those resources from positive core and successes to move you toward your dreams and goals. This is the intersection between your Discovery and Dream phases.

Design

- From the conversation today, what are the key words, phrases and ideas that are essential for moving our CRC into the future?
- What are the core principles and driving values of the CRC that have made us who we are and will continue to propel us forward?



Articulate a Possibility Proposition

(Fancy Nancy way of saying Vision)

What is our dream/vision, powerful purpose, or compelling statement of strategic intent?

Example NOTE: You don't have to rewrite a formal statement to begin with, for purposes of time, let's just focus on 3-5 key components of our future and we can wordsmith another time 😊 We can also evaluate our current mission statement.



Putting It All Together!

**Appreciative Inquiry
Process**

**Benchmarking against Peer
and Near Institutions**

**Self-Study of ARHE
Standards**

Our Next Strategic Plan



Executive Summary Strategic Planning 2021-2025

UAB CRC Vision

Students in recovery who thrive and flourish at UAB and beyond.

Purpose of CRC

College students who embrace or seek recovery from substance use and/or co-occurring disorders are better positioned to thrive with purposeful university and peer support.

Mission Statement

The UAB Collegiate Recovery Community champions a community of peers in recovery by fostering deep engagement and meaningful connection while surrounding students with holistic support.





CRC Pillars (Strategic Priorities) – need measurable objectives

Deep engagement ♦ Meaningful connection ♦ Holistic support

Questions & Discussion

Contact us

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Thank you!