

Inquiry in Complexity (**80 MINUTES** plus gallery walk and learning)

In your groups of 4/5 you have a poster to consider. This poster provides a healthcare scenario that needs to change, this is in turn connected to Caring for the Organisation/Caring for the Relationships or Caring for Quality. Finally we have chosen a dominant value to explore in each case.

1. Use flipchart paper to draft your thinking before you decide on the final version for the chart.
2. Take a black marker and underline the significant negative words in the scenario description.
3. Now list these on a piece of flipchart.
4. Next agree what a positive word that is the opposite would be – don't over think it. For example if: people are **unsure** you would want them to be **informed and confident**. If there is **disengagement** you would want **engagement**.
5. Rewrite the statement stating what you do want. Write it in the **present tense**, using the words you swapped out for the negative words. Step back from the draft, walk round the block, come back and make sure you are happy that the statement is an affirmation of what the future is. Make adjustments as required.
6. Record this into the poster.

35 MINUTES FOR THIS PART (INCLUDING THE 5 MINUTES OUT)

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Each of you has a copy of the Powerful Questions Inventory. This has a series of questions in different categories from each of the 4Ds from Cooperrider's model. For the purposes of this next step the questions on pages 5-7 will be helpful.

However the task is to use these as an inspirational start to create DISCOVERY questions that could start the conversation towards the vision you have written. Here's the checklist!

- The purpose of a Discovery Question is to illicit **positive personal stories** about the topic that you are inquiring into – which should be linked to the **VALUE** and the desired **VISION**.
- The question must include a reference to 'you' and it is a reflective question. It could simply be, tell me about a time when..... (**It's not about the future or ideas but about the recent past**).
- The question must have the positive assumption that every person will be able to share a positive story.
- The question is not specific but wide and inviting.
- The question is not about seeking solutions to the problem, but about beginning the conversation from a different place.
- **Remember that this is the start of the inquiry not the end.**

30 MINUTES to draft a couple of options.

10 MINUTES to try them out on your group – do they work and does everyone have a story?

5 MINUTES to record them on the poster.

45 MINUTES FOR THIS PART

Flipping and Reframing!

Behind every cynical statement is a dream waiting to be expressed

Caring for the Organisation
Positivity about Purpose

Value : Integrity

The “problem”
What you don’t want

The affirmative topic statement
What you do want

The team you are leading is required to make cost improvements. There is a lot of back biting going on. Whilst you appreciate that people are under a lot of pressure, you do not believe that people are behaving with **integrity** and this is having a direct impact on levels of engagement within the team and the wider organisation.

Powerful Discovery Question

What generic question about **integrity** would open up the space for people to tell positive stories?

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Caring for the Organisation
Positivity about Purpose

Value : Accountability

The “problem”
What you don’t want

The affirmative topic statement
What you do want

You are part of a health, social care and third sector project. There seems to be real confusion about who is **accountable** for what. There is duplication of effort, things being assumed and this has resulted in targets being missed.

Powerful Discovery Question

What generic question about **accountability** would open up the space for people to tell positive stories?

Flipping and Reframing!

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Caring for the Relationships
Person Centred Conversations

Value : Respect

The “problem”
What you don’t want

The affirmative topic statement
What you do want

You have recently joined a project group that will be informing the design of a new community hospital. The group consists of senior people from all of the stakeholder organisations, each a specialist in their field. Your perception is that there is not mutual **respect** and equality between the group members.

Powerful Discovery Question

What generic question about **respect** would open up the space for people to tell positive stories?

Flipping and Reframing!

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Caring for the Relationships
Person Centred Conversations

Value : Compassion

The “problem”
What you don’t want

The affirmative topic statement
What you do want

You are a leader of a team that has not performed well as part of an audit process. The report indicates that both the administrative and clinical input lack **compassion** in terms of how they are perceived by service users.

Powerful Discovery Question

What generic question about **compassion** would open up the space for people to tell positive stories?

Flipping and Reframing!

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Caring for the Information
Consistent Focus on Excellence

Value : Excellence

The “problem”
What you don’t want

The affirmative topic statement
What you do want

You have been asked to step in to lead an existing team. You have been given a clear mandate to improve quality of service. You have no idea about the experience of the team or their appetite to improve efficiency and effectiveness and strive for **excellence**.

Powerful Discovery Question

What generic question about **excellence** would open up the space for people to tell positive stories?

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Caring for the Information
Consistent Focus on Excellence

Value : Teamwork

The “problem”
What you don’t want

The affirmative topic statement
What you do want

You have recently taken over as the leader of a multi-disciplinary team. The team seems divided into three silos; clinical, technical and administrative. Information is being lost and opportunities for innovation and improvement are being missed due to poor **teamwork**.

Powerful Discovery Question

What generic question about **teamwork** would open up the space for people to tell positive stories?