An Appreciative Inquiry into Community
Mental Health – Session 2

An Inquiry into Community Mental Health

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"I could a tale unfold whose lightest word
Would harrow up thy soul, freeze thy young blood,
Make thy two eyes like stars start from their spheres"

Hamlet, Act 1 Scene 5

"I long to hear the story of your life, which must
Take the ear strangely."
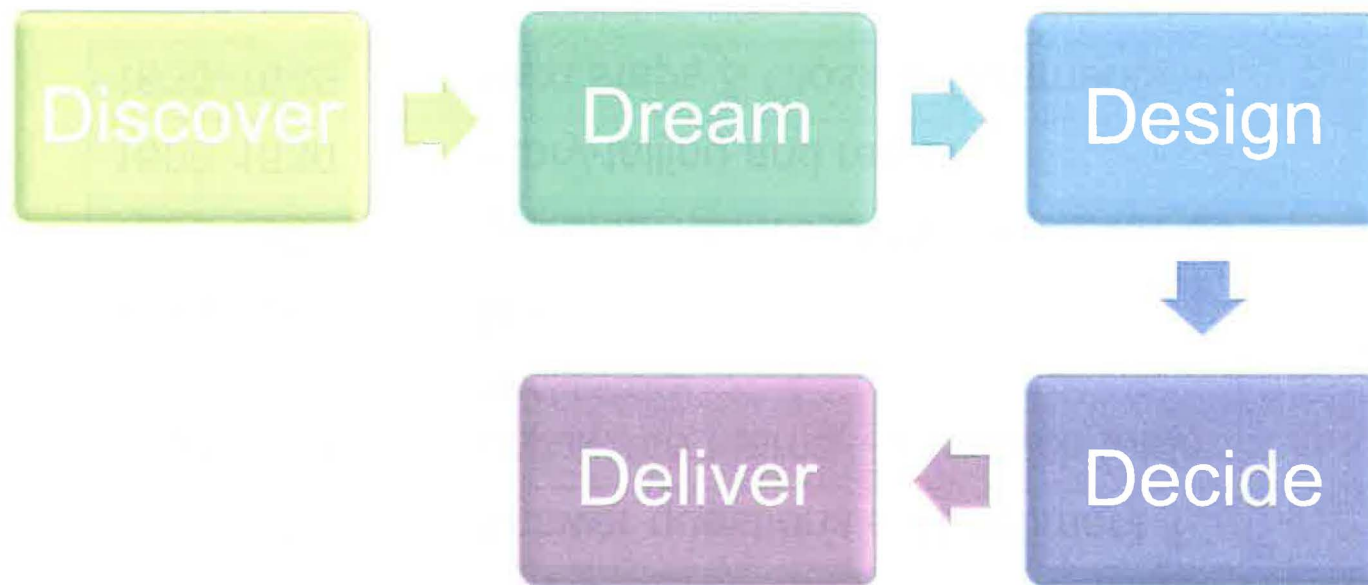
The Tempest, Act 5 Scene 1

Agenda – Afternoon Session

Time	Event
1330-1355	Presentation
1355-1430	Answer questions – Attachment 1
1430-1440	Break into teams – introduce table facilitators
1440-1500	Break
1500-1600	Develop Team's Story ("what will be")
1600-1630	Story-telling and review
1630-1645	Next steps & Closing Comments

Appreciative Inquiry – The 5D Method

Discover → Dream → Design → Decide → Deliver

Source: Cooperrider, DL & Whitney, DA – "A Positive Revolution in Change: Appreciative Inquiry", 1999

Our default mode of thinking is that community issues are problems to be solved.

The AI approach takes community events and turns them into opportunities to build on existing community strengths to create conditions for positive change.

Problem Focused Approach	Appreciative Inquiry
Identification of the problem	Appreciate and value the best of "what is" …
Analysis of cause	Envision "what might be" …
Analysis of possible solutions	Conversations on what "should be"
Action plan to treat the problem	Innovate to "what will be" …

Appreciative Inquiry – Philosophy

Principle	Summary	Detail
Constructionist	Words create worlds	Reality is subjective and is socially created through language and conversation.
Simultaneity	Inquiry creates change	The moment we ask a question, we begin to create change. "The questions we ask are fateful."
Poetic	We can focus on what we study	What we chose to study makes a difference. It describes and creates the world as we know it.
Anticipatory	Images inspire action	Society moves in the direction of their image of the future – the more positive the image of the future the more positive are present day actions.
Positive	Positive questions lead to positive change	Momentum for large scale change requires positive impact and social bonding.

Source: Cooperrider, DL & Whitney, DA – "A Positive Revolution in Change: Appreciative Inquiry", 1999

Discover Stage - Ongoing

1. Scan of strategies related to Community Mental Health
2. Mental Health & Addictions: Current Collaboratives in Calgary
3. Panel discussion with Council – 19 December
4. Harvard – Bloomberg Cross Boundary Collaboration – Q1/2
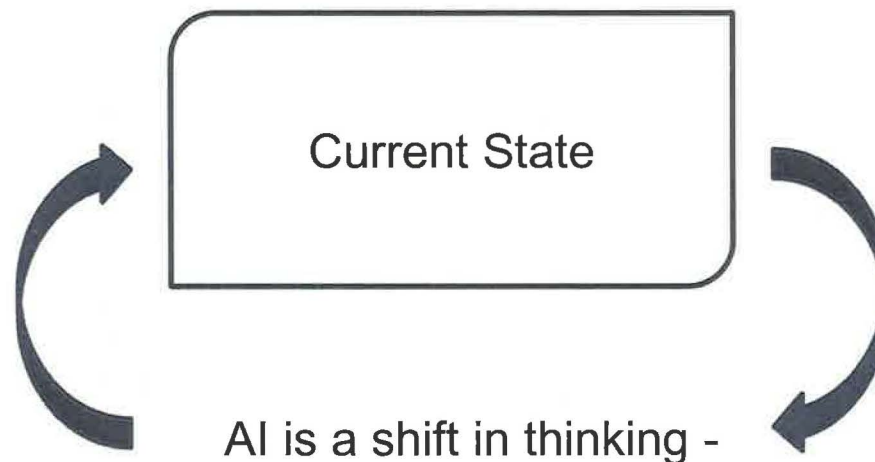5. Community Listening Project – Q1

Dract Stage

1. Build on, and run in parallel to Discover stage
2. Council's Vision of 'what might be" - 19 December
3. Cross Boundary Collaboration – stakeholder vision

Setting the Stage to Dream - 1
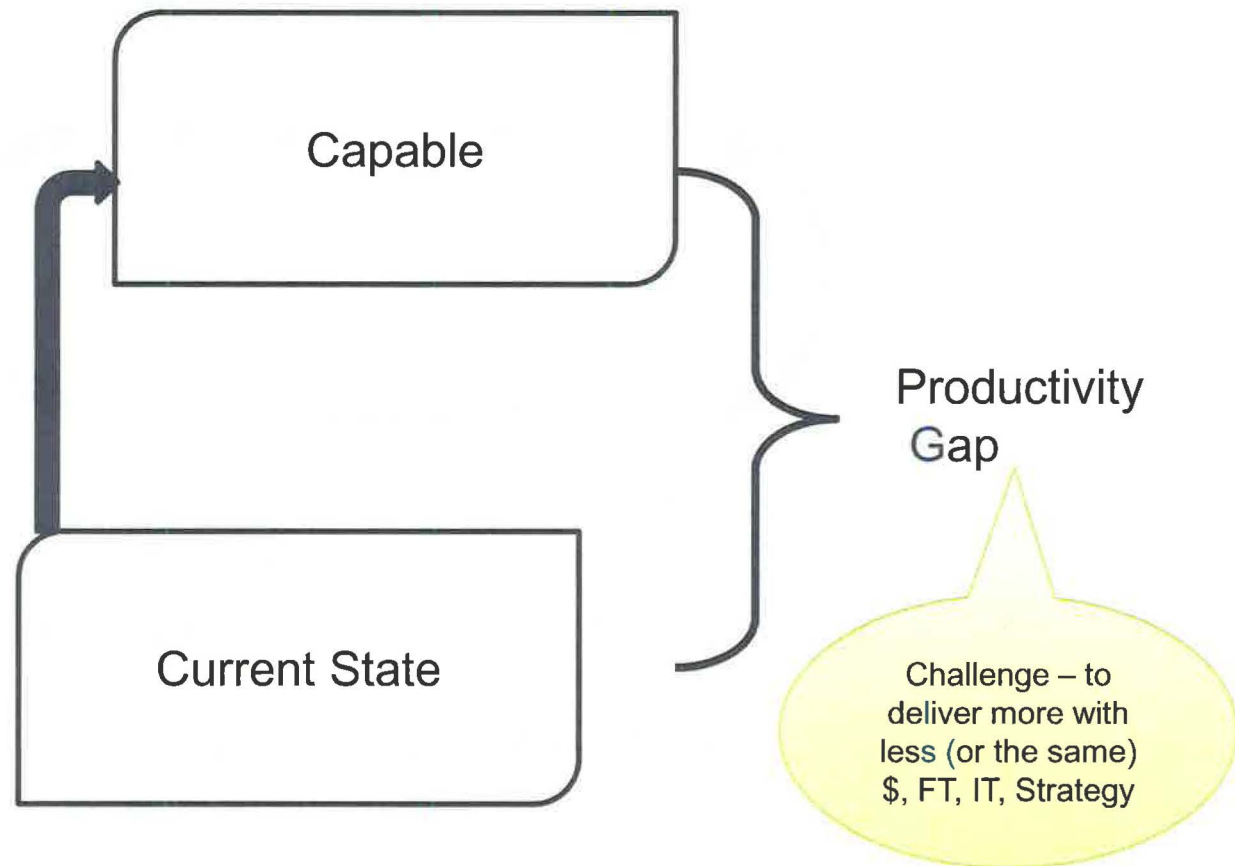
Circling Around the Current State

Principle question - "How do I improve x?" - where 'x' is a output

Current State

AI is a shift in thinking -

Working **in** our communities,
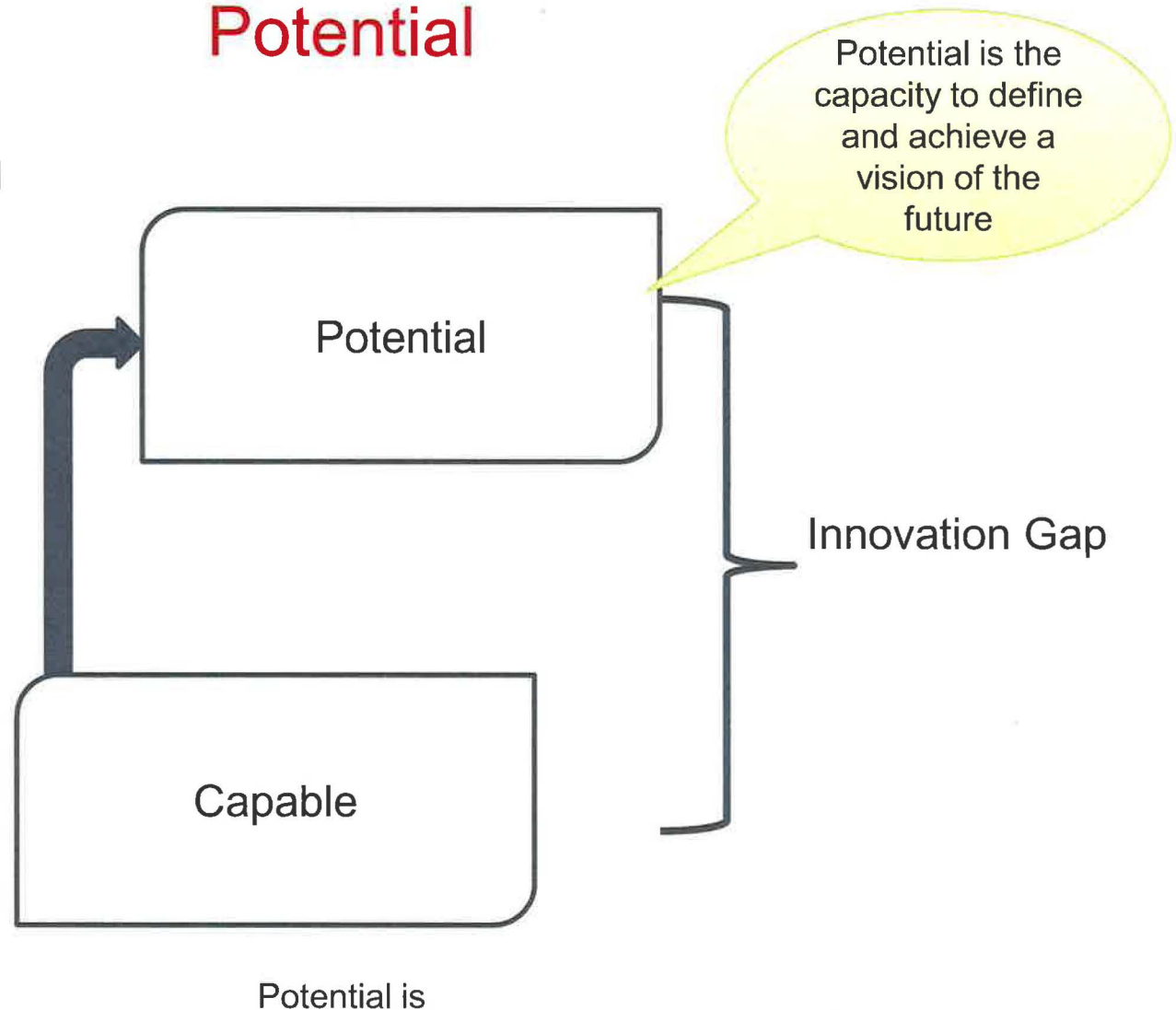Not **on** the communities

Setting the Stage to Dream - 2

Principle question – What action(s) should I take?

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                    ┌─────────────────────┐
                    │                     │
                    │      Capable        │
                    │                     │
                    └─────────────────────┘
                                              }  Productivity
                                                    Gap
                    ┌─────────────────────┐
                    │                     │
                    │   Current State     │
                    │                     │
                    └─────────────────────┘
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Challenge – to deliver more with less (or the same) $, FT, IT, Strategy

The Dream is About Potential

Principle question – What is the one question, if I had the answer, would solve all issues with respect to community mental health?

Potential is the capacity to define and achieve a vision of the future

Potential

Innovation Gap

Capable

Potential is

The Story

Frog Poem

An ancient pond
A frog jumping
Into its splash!

(Basho – 1681)

Story-telling is Human Nature

Scientific evidence shows that humans are hard-wired for stories – people need to come together and share specific information in the form of a story.

Furthermore, people have hard-wired expectations for every story – after hearing the very first words, we wonder "what happens next"?

If those expectations are not met – the story fails. Why? A phenomenon known as "adaptive consciousness" enables listeners to become instantly aware of what matters, and what doesn't.

The stories that matter persist – and the most persistent stories will influence the entire fabric of human societies and cultures!

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A Classic Definition:

A story is how what happens

impacts someone

who is trying to achieve what turns out to be a difficult goal,

and how he/she changes as a result.

(H. White – Value of Narrativity in the Representation of Reality, Critical Inquiry, 1980)

Elements of a Story

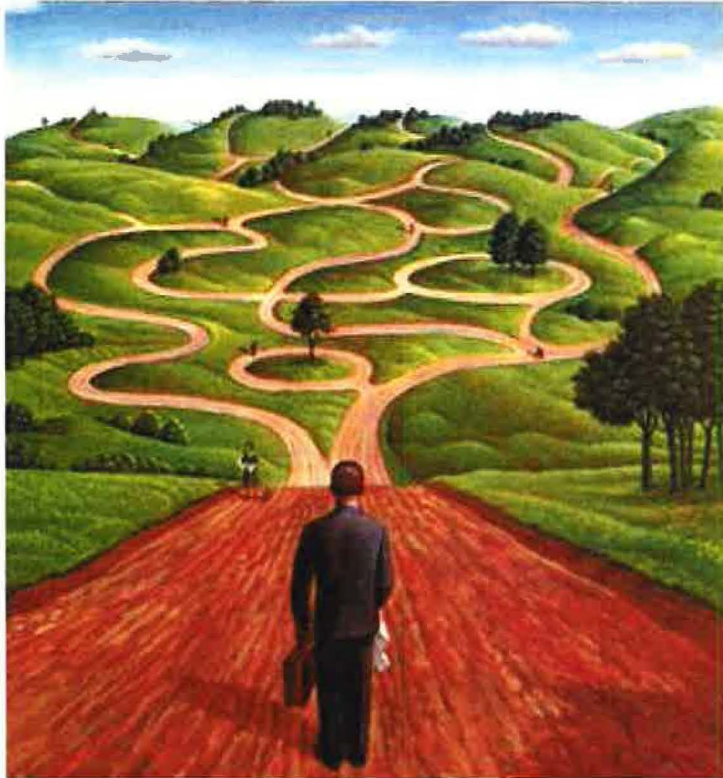What happens   => the plot

Someone   => the protagonist

Difficult goal => the story question

How he/she changes

                => what the story is about

Important Point – the story is not about the plot, or what happens next!

A story is about how the world around us changes – and how it would feel for us to navigate the plot …

All stories are internal journeys, not external.

What does the protagonist have to confront in order to solve the problem?

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Life is not a problem to be solved, but a reality to be experienced.

Soren Kierkegaard ~ liketoquote.com

MORE FROM ILIKETOQUOTE.COM

Stories are the language of experience

A "Story" is the vehicle for making wisdom:

    i) Understandable

    ii) Transmissible

    iii) Persuasive

    iv) Enforceable

Stories allow people to simulate experience without having to live through it …

Story-telling Works Because …

Memory is episodic – we recall life as a sequence of stories … this allows people to envision the future.

We live and think in stories - we tell them, we repeat them, we listen to them carefully - and we act in accordance with them.
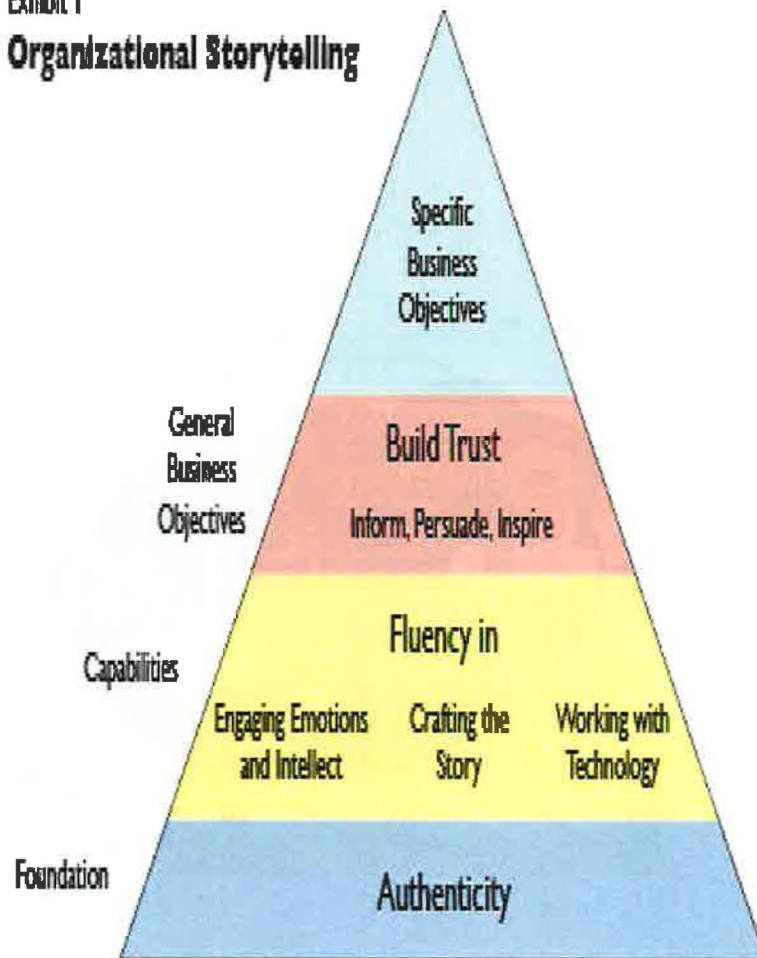
A good story changes the way people think, feel, and act.

Goal of Organizational Story-telling

Exhibit I
Organizational Storytelling

General Business Objectives

Specific Business Objectives

Build Trust

Inform, Persuade, Inspire

Fluency in

Capabilities

Engaging Emotions and Intellect

Crafting the Story

Working with Technology

Foundation

Authenticity

Story-telling humanizes the organization and conveys purpose and values to customers, stakeholders and employees.

Most people react emotionally rather than logically to governments' role in their lives. As leadership is "inspired communication", the story you tell can change the way people see you, respond to you, and act.

A good story makes us think and feel in ways that graphs and data cannot.

A great story can win over its audience by connecting them to experience the passion that inspires the organization's leaders.

A remarkable story can transform the organization ... and redefine our communities.
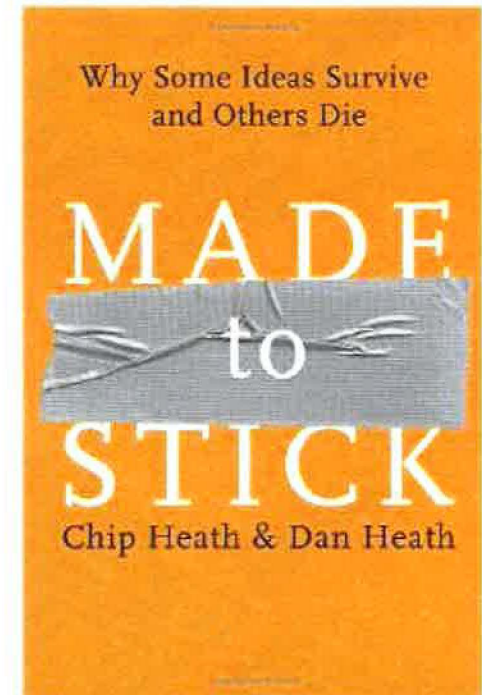
Made to Stick – Dan & Chip Heath

The story as a "sticky idea" (stickiness)

What is a sticky story?

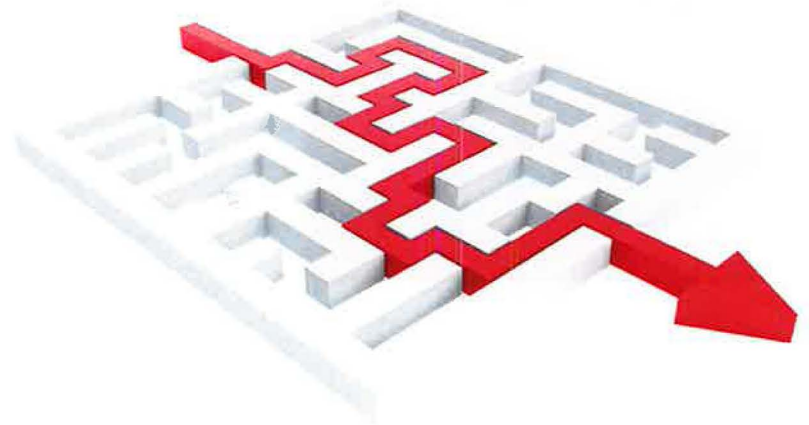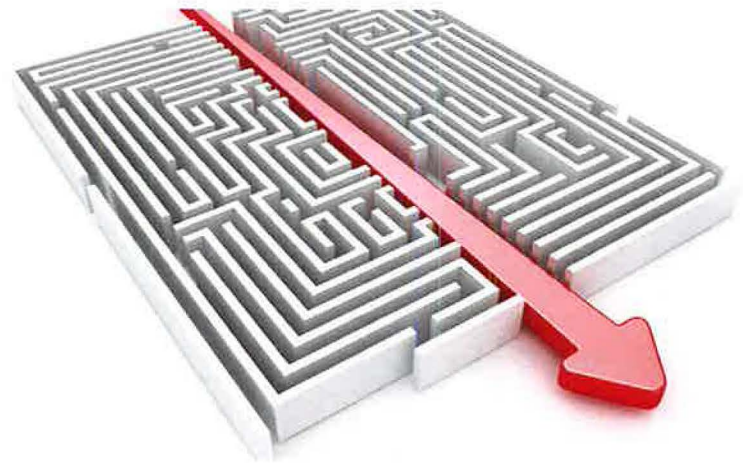A story that is memorable, succinct, understood, and transformative.

Simple

Example of a core idea – "working smarter", "customer focus"

Identify the single most important point you wish to make.

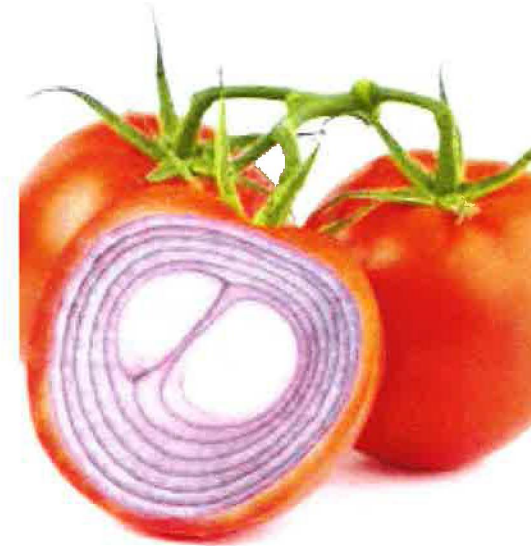Can this core idea be communicated with an analogy?

Unexpected statements create interest and hold attention

The unexpected statement is a surprise that provokes curiosity,

Before your message can stick, your audience has to want to hear it.

Concrete

A concrete statement helps people remember

Velcro Theory of Memory - when we get a new piece of information we instantly try to relate it to other things that we know –

Sticky messages create the relationship through the use of sensory rich language that paints a 'mental picture' … this mental picture anchors the idea, making it stick.

![Calgary logo]

Credible

External credibility from some source of "authority"

Internal credibility drawing from your reputation and accomplishments

Credibility obviously requires truthful and honest statements –> TRUST

The key is to talk in terms of human scale statistics that are vivid.

Commitment

Character

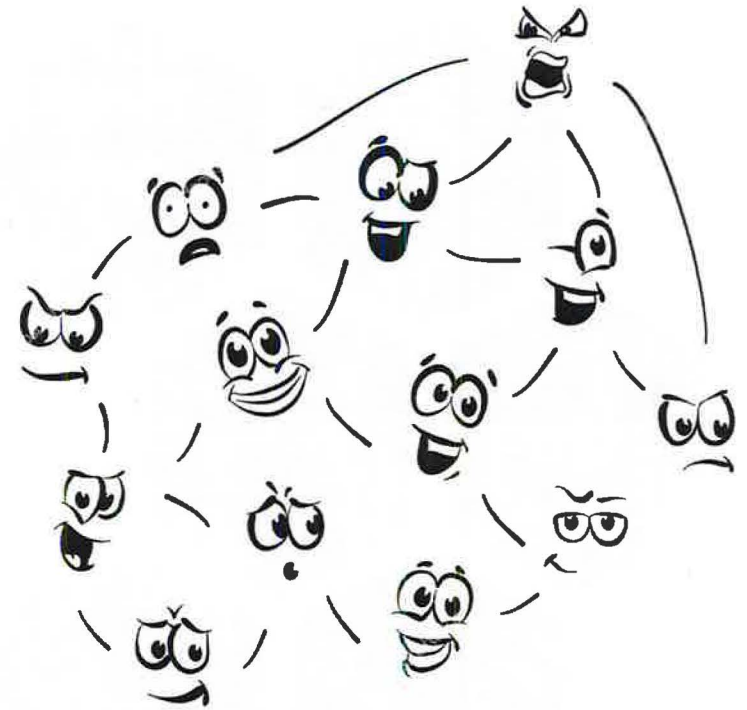Sincerity

Integrity

Reliability

Consistency

Emotional

Stay away from statements that need analyzing (analysis paralysis)

People care about people (not numbers)

Identify and help them visualize benefits - what's in it for the stakeholder

The objective is to have the listener respond emotionally to the message

![Calgary logo]

"The right kind of story is, effectively, a simulation. Stories are like flight simulators for the brain". (Made to Stick)

Action oriented – with the goal to motivate and inspire the listener

Help see how an existing problem might change

Example –

What is the story behind today's emerging issues?

Student Pilot Crashes Simulator

The shattered remains of a crashed 2.5 million dollar simulator.

By Avril F. Olsdey
Pierce Sentinel Star staff reporter

In what may be a first in the aviation world a student has crashed a multi-million dollar simulator. Buba Jeannah came from Gambia in Africa with dreams of being an airline pilot, but his dreams came crashing to a halt only 2 weeks into a month long training program at SimFly in Florida when the simulator he was controlling rocked off its base and crashed to earth.

"This is unprecedented," said James Tavern, president of SimFly. "Nothing like this has ever happened in the aviation training world. These things are bolted to the floor!"

The Frasca B737 simulator that crashed was a 'full motion' type, with computer controlled hydraulic legs that simulate the forces pilots feel when maneuvering. In addition it had complete simulation of views outside the windows, Air Traffic Control, and accurate control forces. Full motion simulators mimic real aircraft so well that pilots trained in them become licensed to fly the real thing without ever setting foot in an airliner.

The simulator carried a crew of 3, Buba, Evan Shakey from England who was training for the first officer position, and the instructor who sat behind the pilots at his own station in the completely enclosed cockpit.

"Luckily no one was seriously injured," said Buster County emergency responder Hieronymous Crutch. "But all 3 were pretty shaken up because they weren't wearing their seatbelts during the estimated 10 foot fall."

No one really knows why the simulator tipped over, but from his hospital bed the instructor told FAA officials that Buba had been known to provoke the simulator into some pretty wild gyrations, and that today was no different. He is reported to have said, "Personally, I wouldn't let Buba pull my kids' wagon."

"I don't think we will ask him (Buba) to come back," said James Tavern bitterly. "We all liked him; he was a real gentleman with a great sense of humor. But basically we at SimFly are out 2.5 million dollars because the Frasca was not insured. Who buys insurance for a simulator?"

And that may not be all of Buba's troubles. The FAA the NTSB and Homeland Security have become involved because Buba allegedly cried "Ai-Yi-Yi-Yi" as the simulator crashed, the cry of terrorists as they anticipate martyrdom and the 14 virgins, or 14 lithe young boys with the grace of gazelles, awaiting them in Paradise. Homeland Security is now concerned that Buba may have been training for a terrorist attack using a simulator.

"Can you imagine the damage that one of these simulators could do if it were loaded with explosives?" said one Homeland Security official.

Buba was quickly whisked off to the Guantanamo Bay detention center where Gambian embassy personnel will be able to write a letter to him in 3 years.

The FAA has issued a Directive for the Frasca simulator effectively 'grounding' the entire fleet until the cause of the crash can be determined.

Break out into an "Theme" team

Assign a Team Spokesperson

The Team works on only one theme

The Teams will have 45 minutes to develop their stories

The Spokesperson has five minutes to present the Team's story.

Making your Story Stick

Stickiness Checklist

- Simple ☑
- Unexpected ☑
- Concrete ☑
- Credible ☑
- Emotional ☑
- Stories ☑