

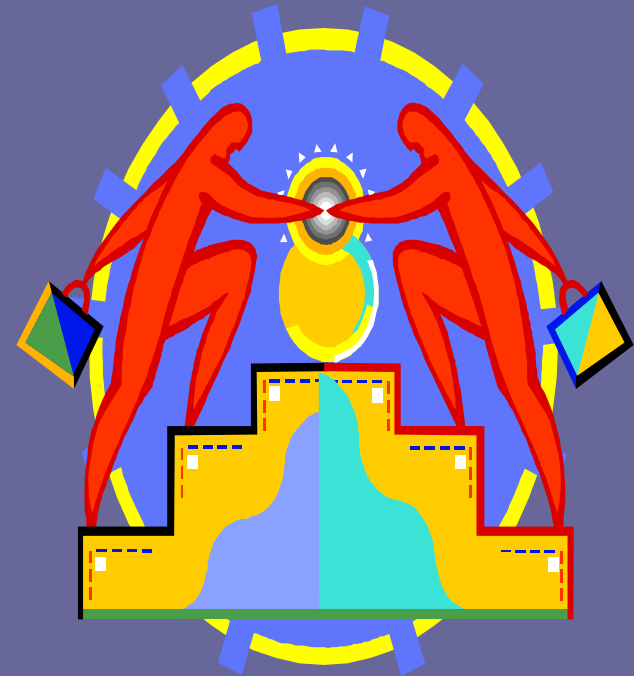
International AI Conference  
Orlando, Florida  
September 16, 2007

# **Appreciative Coaching: A Positive Process for Change**

**Jacqueline Binkert  
Sara Orem  
Ann L. Clancy**

# PURPOSE

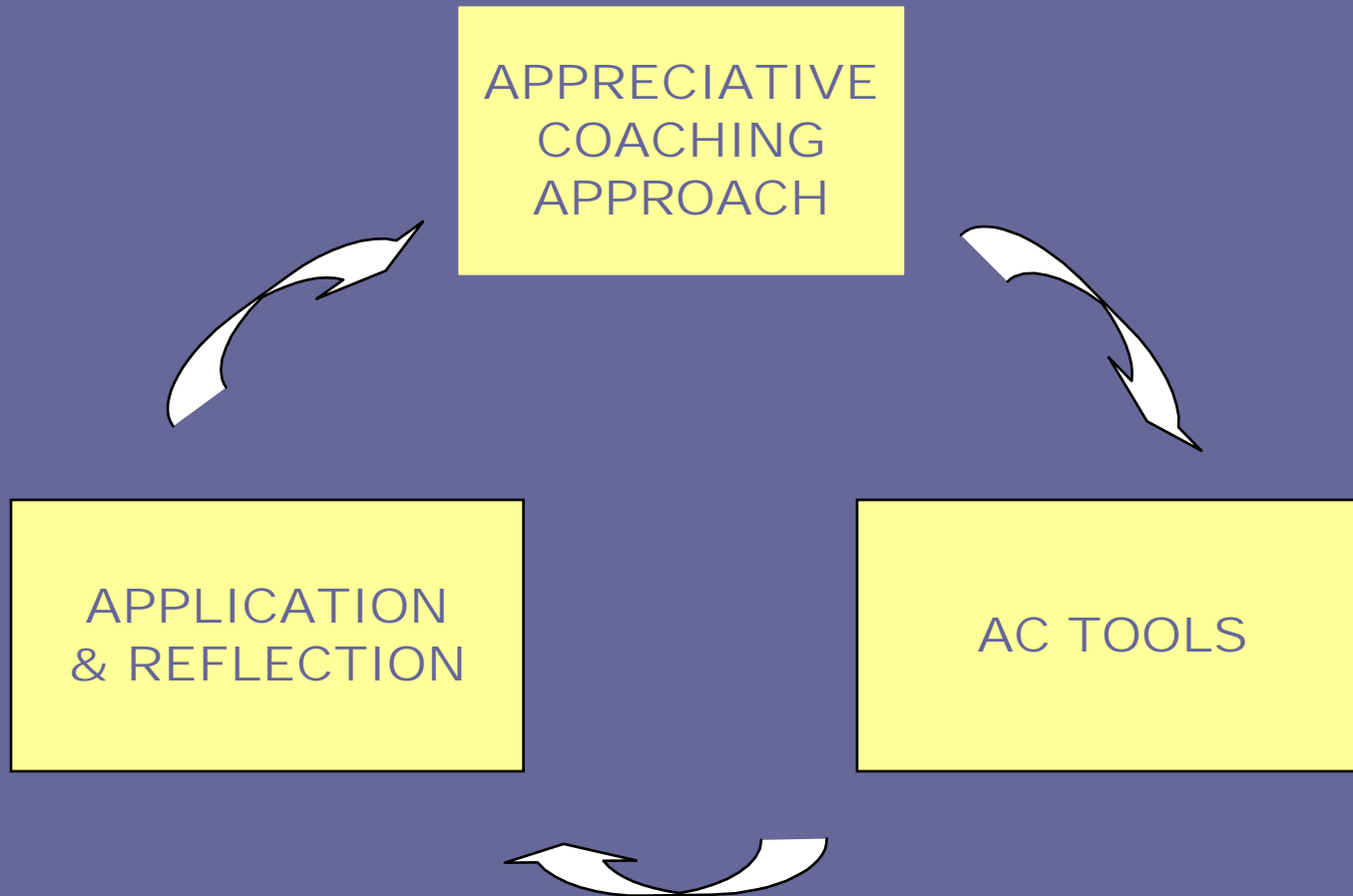
To experience the application of AI principles and stages to a coaching relationship by using the tools of Appreciative Coaching



# DESIRED OUTCOMES

- An experience of an AC exchange
- Understanding of how the principles and stages of AI underlie AC
- Awareness of language as it applies to AC
- Examples of AC tools and how they guide coaching conversations and impact results
- Ideas for using AC in our own professional practices

# AGENDA

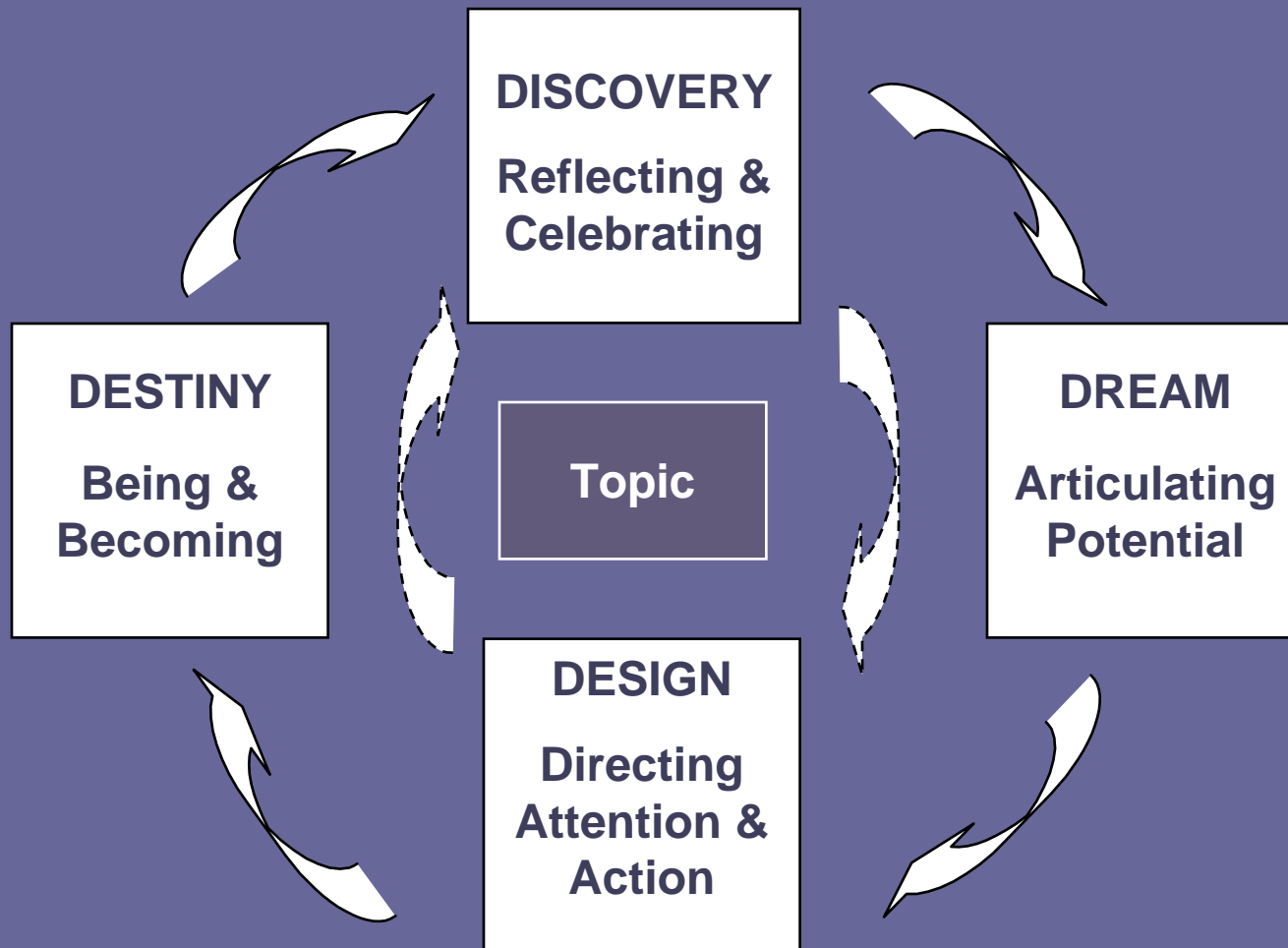


# APPLICATION: GATHER INFORMATION

- **CLIENT INFORMATION FORM**
  - Fill out the sample form
- **REFLECTION**
  - What was it like to respond to these questions about yourself?



# APPRECIATIVE COACHING MODEL

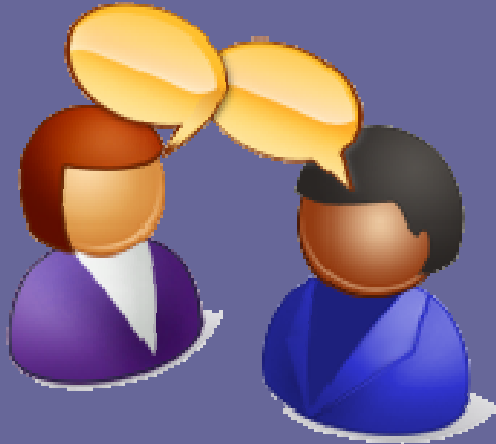
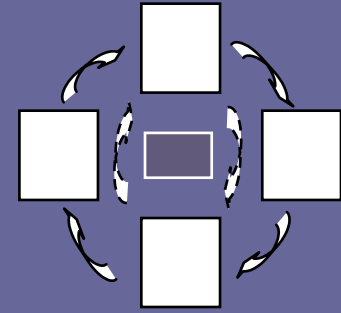


# THE 5 PRINCIPLES OF *Appreciative Coaching*



- *Constructionist*: Social knowledge
- *Simultaneity*: Inquiry = change
- *Anticipatory*: Images guide
- *Poetic*: Endless revision
- *Positive*: Create momentum

# GETTING STARTED



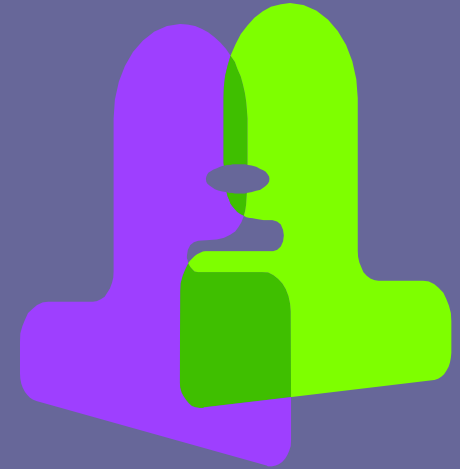
Entering the  
Coaching  
Relationship



# CONSTRUCTIONIST PRINCIPLE

## Social Knowledge

What we pay attention to and are curious about forms the foundation for how we take action in creating our future



*Listen for ...*

Inquiry into talents, past successes and unmet desires

***We don't see things as they are, we see them as we are.***

***Anais Nin***

# AN ALTERNATIVE APPROACH TO CHANGE

## Problem Solving

- Identify problem
- Conduct analysis of causes
- Brainstorm solutions & analyze
- Develop action plans

## Appreciative Approach

- Discovery: What gives life?
- Dream: What might be?
- Design: How can it be?
- Destiny: What will be?

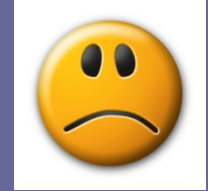
# ART OF THE QUESTION



- What's wrong with me?  
What's wrong with them?
- Why can't I ever seem to learn?
- Why do things never turn out the way I want?
- Why bother?
- What am I supposed to do now?
- When have I been successful in the past?
- What are my strengths & abilities?
- What is my real desire or dream outcome for this situation?
- What actions can I begin experimenting with?



# SCALE OF EMOTIONS



- Joy - Knowledge - Freedom  
Empowerment - Love -  
Appreciation
- Passion
- Enthusiasm - Happiness
- Positive Expectation - Belief
- Optimism
- Hopefulness
- Contentment
- Boredom
- Pessimism
- Frustration – Irritation -  
Impatience
- Overwhelment
- Disappointment
- Doubt
- Worry
- Blame
- Discouragement
- Anger
- Revenge
- Hatred - Rage
- Jealousy
- Insecurity – Guilt -  
Unworthiness
- Fear – Grief – Depression –  
Despair - Powerlessness

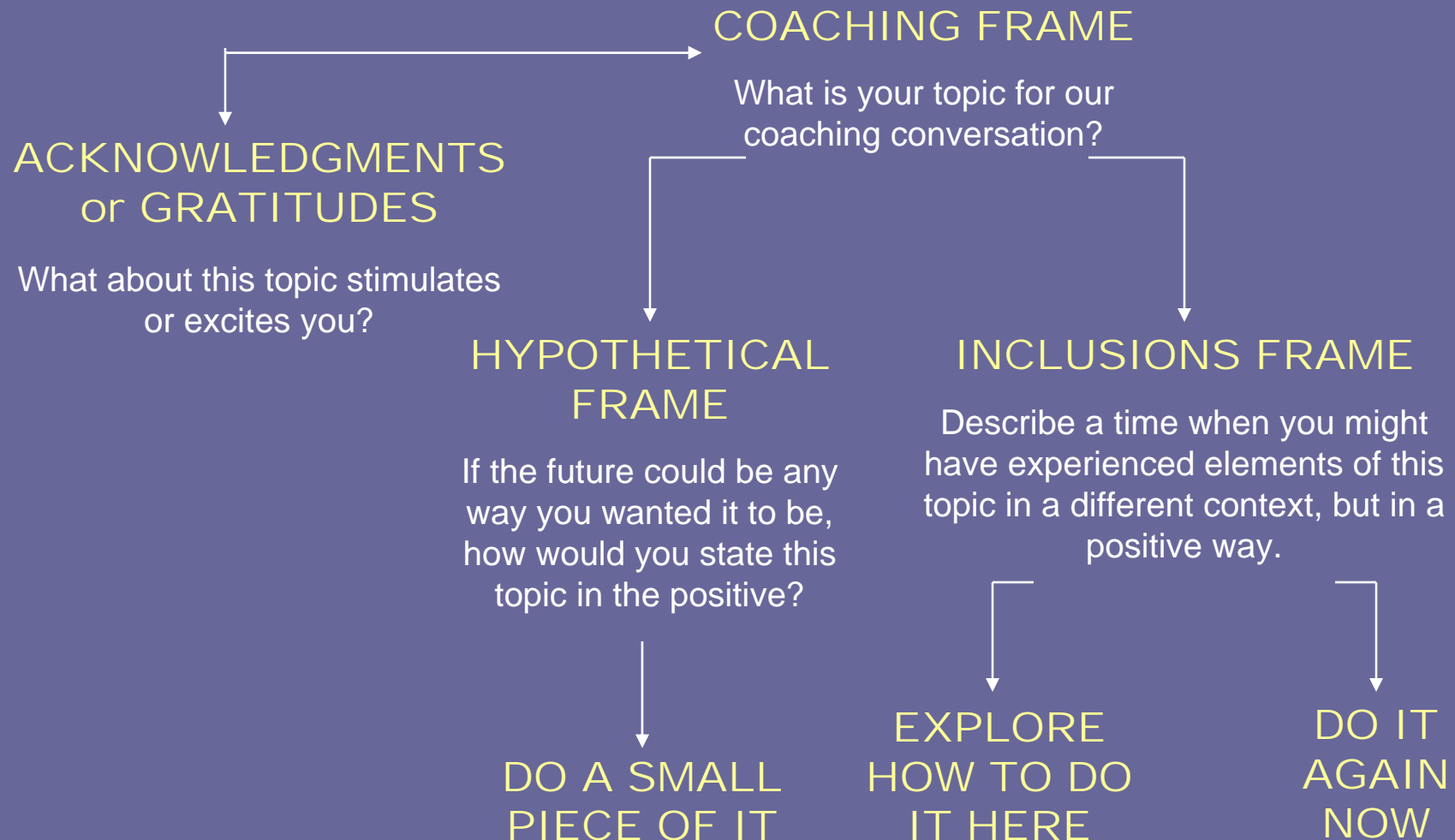
*Source: Hicks & Hicks, Ask & It Is Given, 2004*

# APPLICATION: BEGIN BY NOTICING



- Think of something that is going on in your life that you want to change or shift. Write it down as a topic for a coaching conversation (Criteria: feel comfortable sharing, has some application, could bring desirable results).
- Notice how you are feeling on the Scale of Emotions regarding that change or shift. Write down what you are feeling.

# TOOL: PATHWAYS OF CONSTRUCTIVE FUTURES



*Adapted from Walter & Peller, 1992*

# FORM INTO PAIRS



- You will work with your partner for the entire workshop
- You will be asked to take turns being coach and client
- Please let us know if you would prefer to be an observer

# APPLICATION: SHARE YOUR TOPIC



- Client: Share your topic with your coach.
- Coach: Help client describe topic in positive language as much as s/he can. Use the Pathways Tool to help.

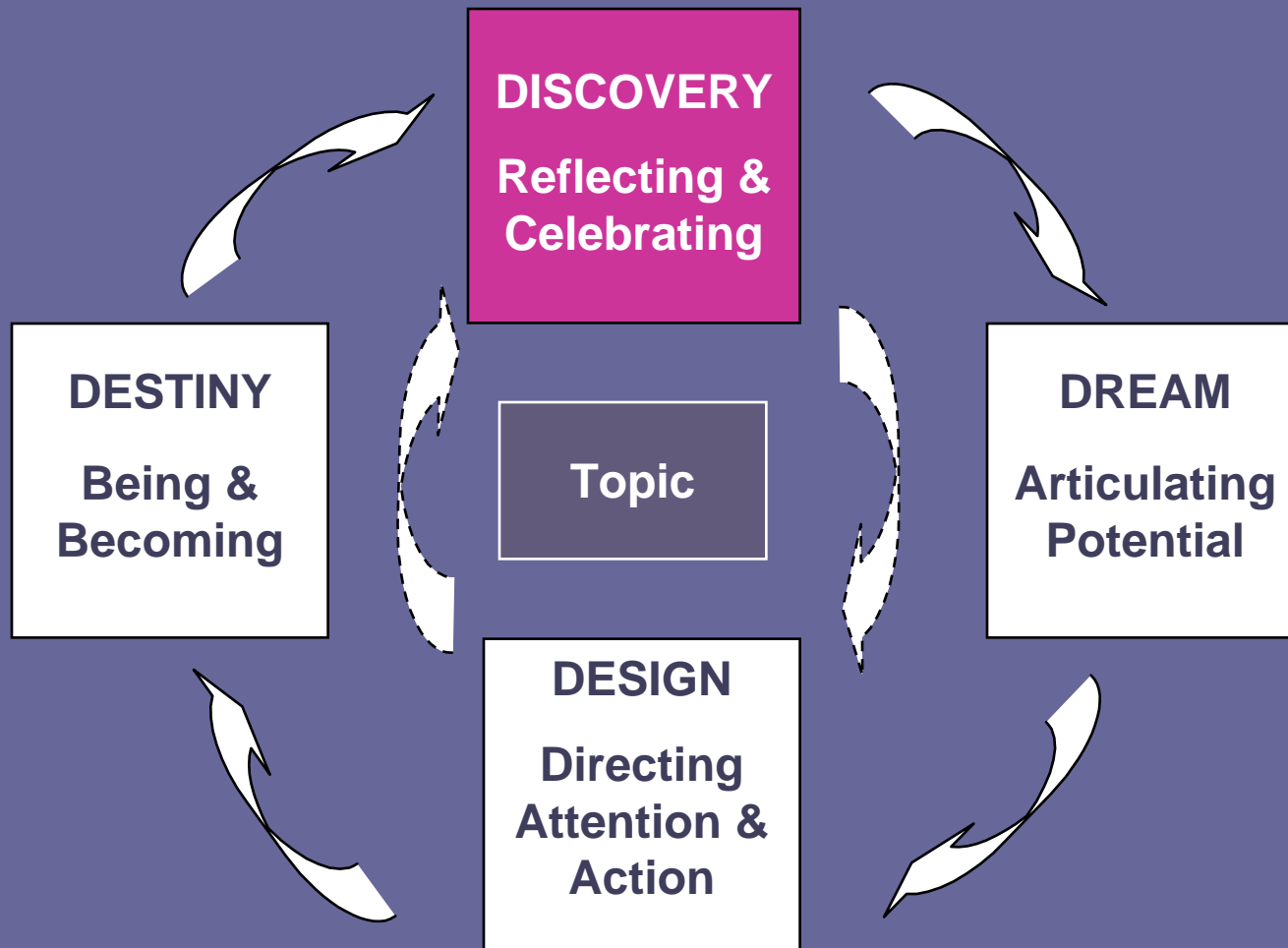


# REFLECTION

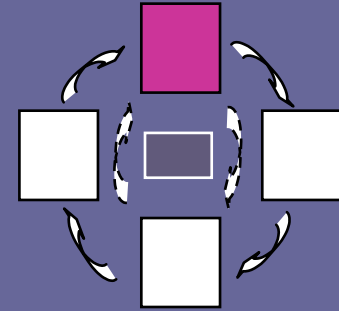


- What was the experience like in forming the topic?
- How was your experience similar/different from your AI group experience?

# APPRECIATIVE COACHING MODEL



# COACHING IN THE DISCOVERY STAGE

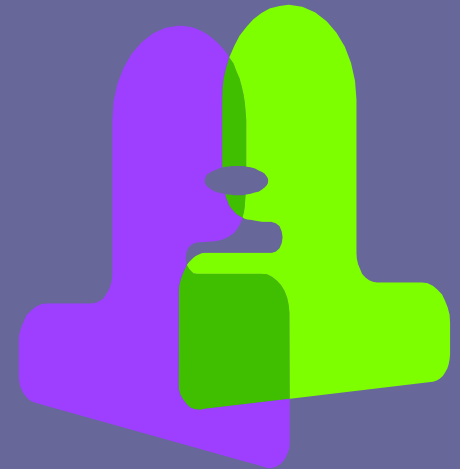


- Establish a positive connection
- Lead client to a more empowering perspective
- Link the positive past to the present
- Affirm the sense of the possible
- Cultivate and support the client's belief in a positive future

# SIMULTANEITY PRINCIPLE

**Inquiry = Change**

Inquiry and change happen at the same time, that is, change occurs when we are prompted to think in new ways



*Listen for ...*

Questions which prompt action in a new direction and answers which indicate a shift in perspective

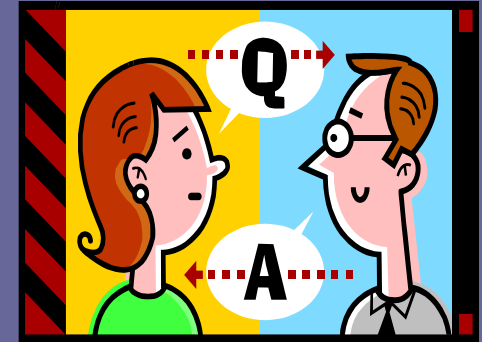
***The line is an evolving path that actually changes according to the first steps we ourselves take to begin the journey. David Whyte***

# TOOL: QUESTIONS THAT ENGAGE



- Express curiosity, not judgment
- Framed positively or are at least neutral
- Open rather than closed
- Are thought starters
- Invite multiple answers, rather than seeking the “right” answer

# TOOL: FOUR CORE QUESTIONS



- What gives life to you now?
- Describe a high point or peak experience in your life or work up to now.
- What do you most value about yourself, your relationships, and the nature of your work?
- What 1 or 2 things do you want more of?

# TOOL: OBSERVATIONS

Purpose...

- To observe something that is usually done automatically
- To make visible and understand, not criticize or judge

So that...

- New choices reveal themselves



# TOOL: EXPERIMENTATION

## Purpose

- To enter the “learning edge”

## So that

- Ideas or skills can be tried out
- Anticipated results can be confirmed, or not





# TOOL: ROLE MODELS

Serve as resources or examples of what clients would like to achieve by

- Demonstrating performance or character outside client's own experience
- Providing rich information to develop a desired picture of success
- Acting as a point of discovery to build on client's own reserves

# A COACHING SEQUENCE

- Coach asks client to describe a positive experience
- Client reflects on the positive aspects of the experience
- Client and coach identify similarities across several positive experiences
- Client applies learning to the topic of coaching

# APPLICATION : CELEBRATE YOUR BEST

- Work again in pairs as coach and client
- Take turns in these roles either going through the coaching sequence OR asking the four core questions
- When you are the coach:
  - Prompt for use of positive language
  - If working with the core questions, ask your client: How might the answers to these questions relate to your topic?

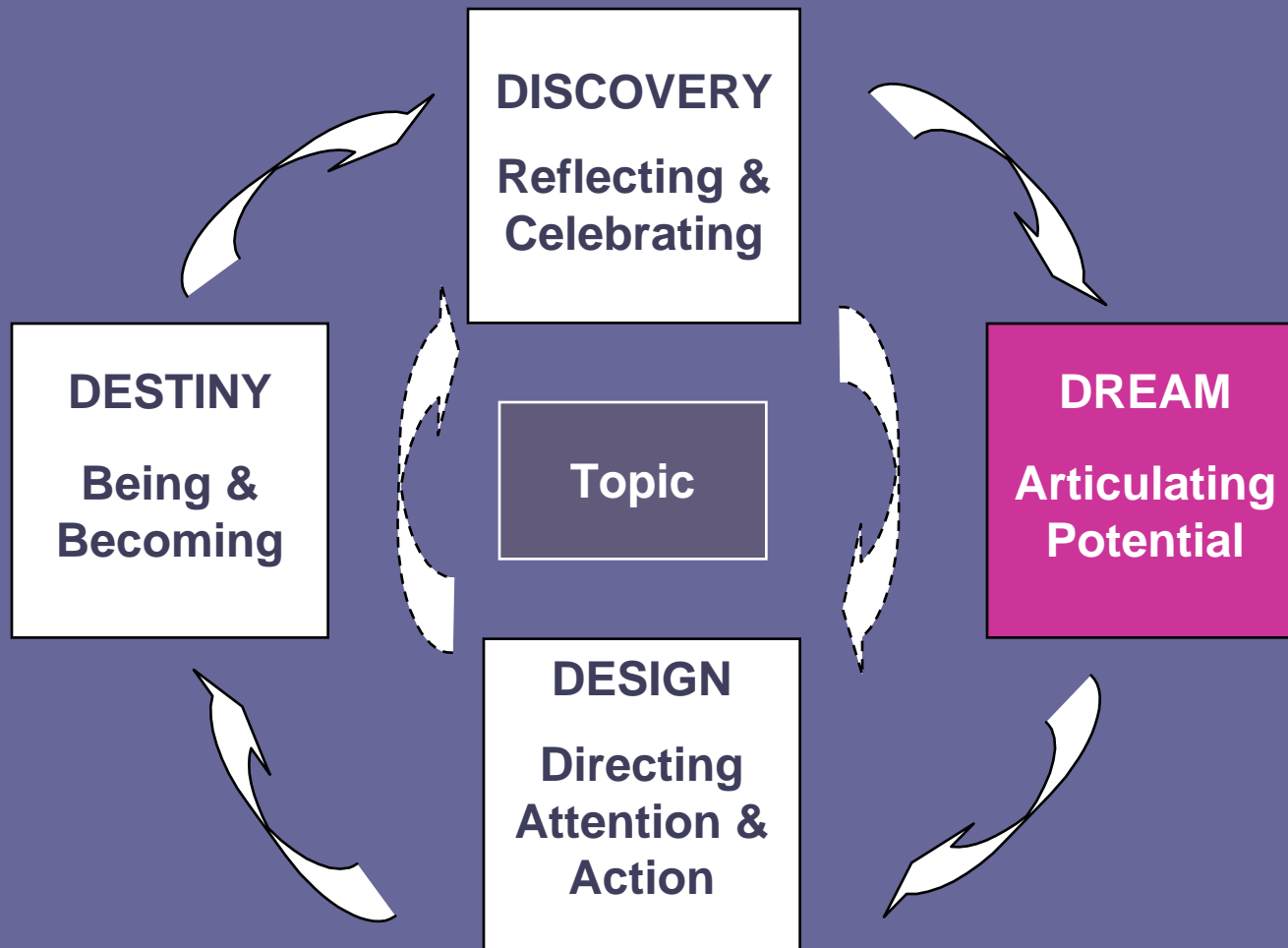


# REFLECTION

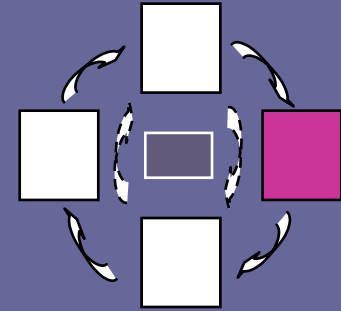


- How easy/difficult was it to see transferable skills and abilities?
- How easy/difficult was it to relate the core questions to the topic?
- How is this approach similar/different from AI group work in Discovery?

# APPRECIATIVE COACHING MODEL



# COACHING IN THE DREAM STAGE

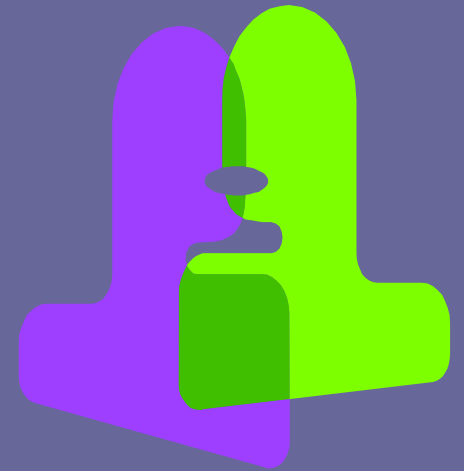


- Encourage the client to create images of possibility
- Invite the client to give voice to a preferred future
- Affirm the client's dream

# ANTICIPATORY PRINCIPLE

## Images Guide

Our images of the future  
guide behavior in the  
direction of that future

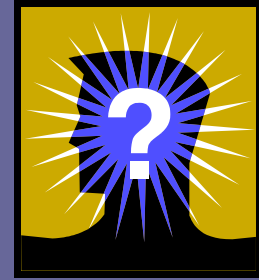


*Listen for ...*

Phrases that paint images of and express  
longing for a desired future, that anticipate  
the dream

***Our aspirations are our possibilities. Robert Browning***

# TOOL: MIRACLE QUESTION



“Suppose that one night, while you are asleep, there is a miracle and the concern that you have is gone. However, because you are asleep, you don’t know that the miracle has already happened. When you wake up in the morning, what will be different that will tell you that the miracle has taken place? What else?”

*Berg & Miller, 1992*



# TOOL: GENERATIVE METAPHOR

- A way of transferring understanding and meaning from one area into another
- A way to see the world with new eyes (transformative)
- “All the world’s a stage...”



Dreamtime beliefs of the Aboriginal people capture the holistic and metaphorical nature of the Dream process. All life is part of a network of relationships connected to the great archetypes and spirit ancestors who emerge during the Dreamtime.

# APPLICATION: MAKE IT VISIBLE



## Client:

- Describe the future you want to move towards in terms of your topic.
- Put yourself in the future where you have your heart's desire.
- Use words, phrases or pictures that express your desired future – what you are moving towards!

## Coach:

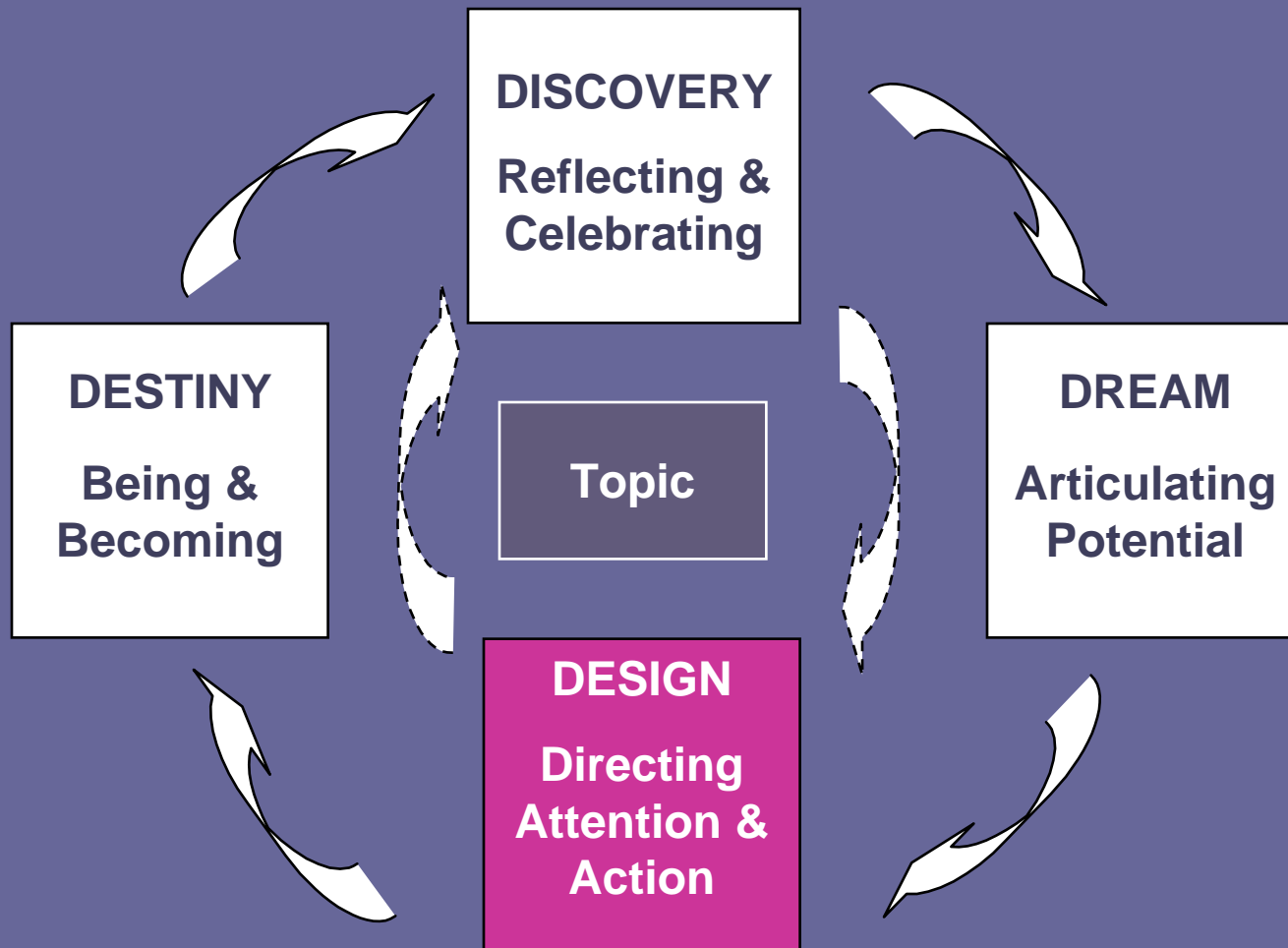
- Make use of Miracle Question or Generative Metaphor, if helpful

# REFLECTION

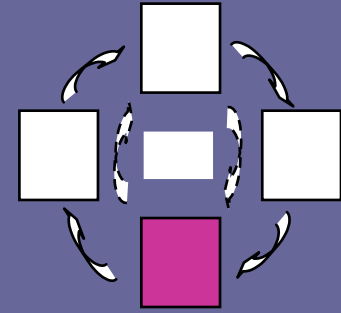


- What would you like to share from your coaching experience?
- How is this work similar/different from AI group work in Dream?

# APPRECIATIVE COACHING MODEL



# COACHING IN THE DESIGN STAGE

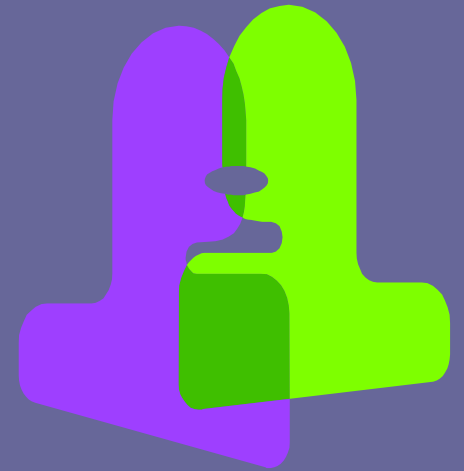


- Help the client bring his or her dream into focus
- Affirm the reality of the dream
- Support mindful choices and actions

# POETIC PRINCIPLE

## Endless Revision

An individual's story can be rewritten; new realities can flow from a reinterpretation of one's life story



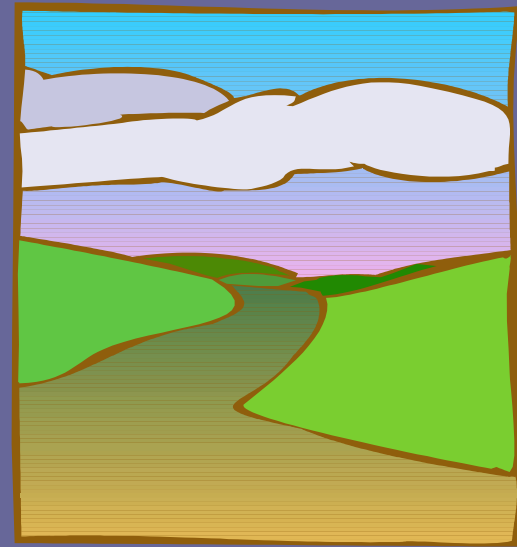
*Listen for ...*

Moments of creativity and discovery of positive reinterpretations of past experience

***Whether you think you can or you think you can't, you're right.  
Henry Ford***

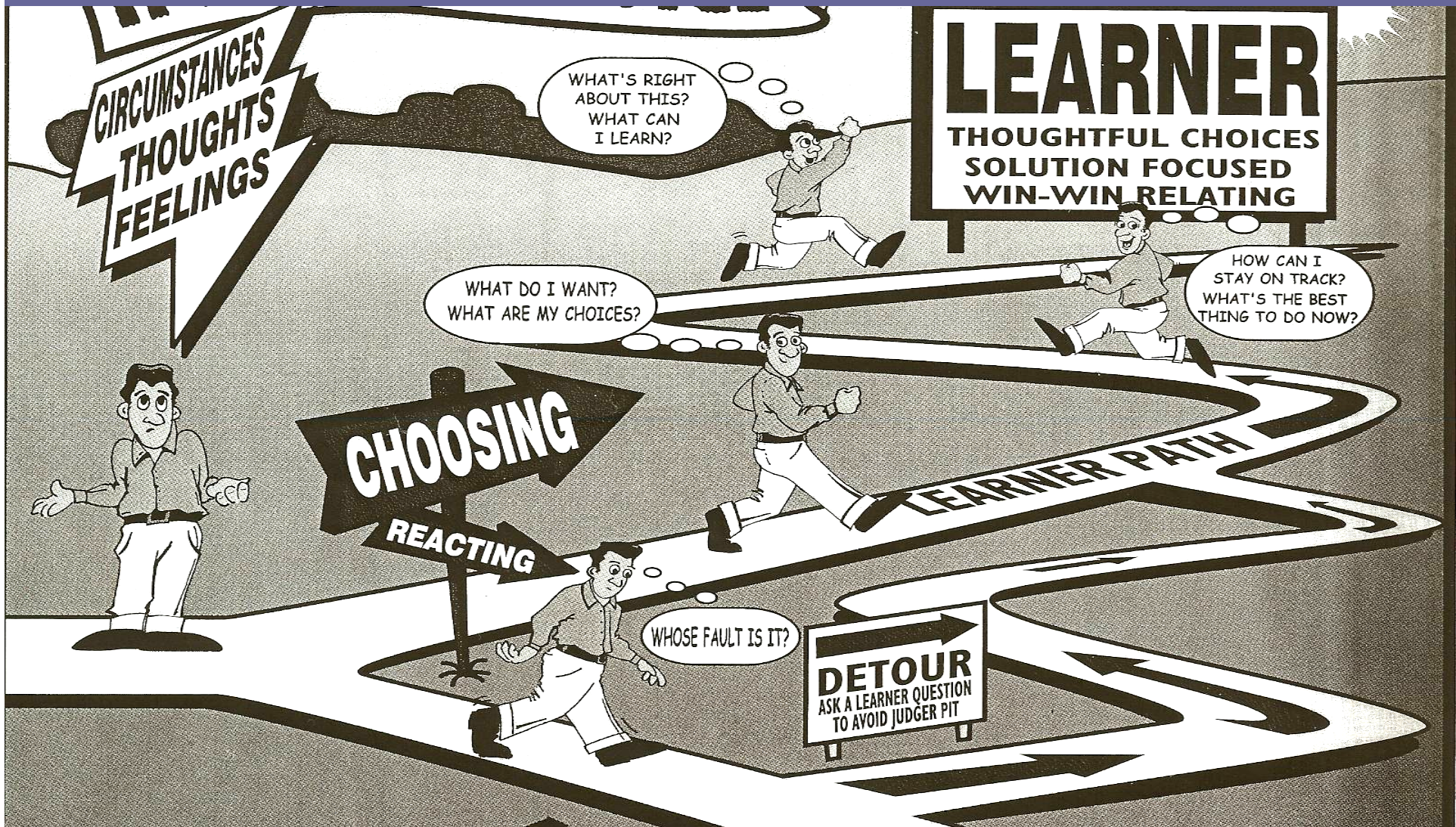
# TOOL: THE APPRECIATIVE PATH or THE CRITICAL PATH

The Poetic Principle  
says you have the  
power to choose  
which path you go  
down





# IT'S YOUR CHOICE

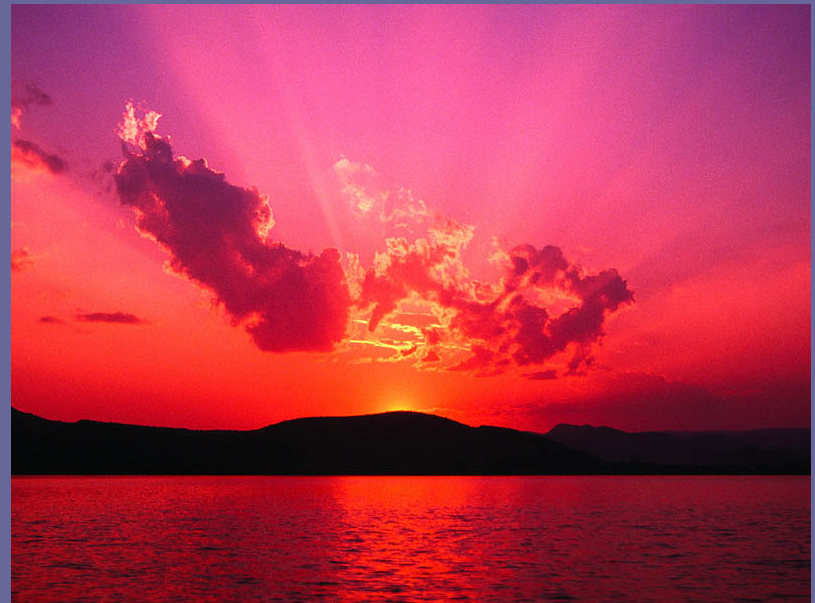


Source: Adams, Choice Map, 2001



# TOOL: PIVOTING

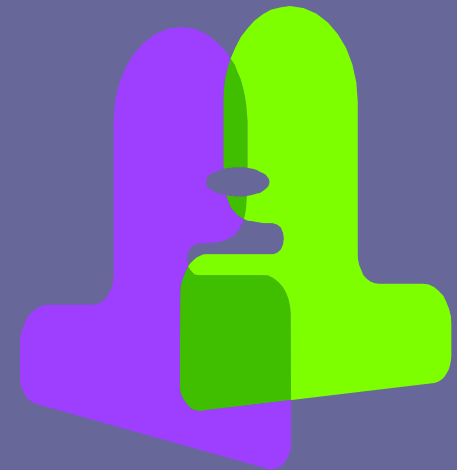
Shifting attention  
from what is NOT  
wanted to what IS  
wanted



# POSITIVE PRINCIPLE

## Create Momentum

Momentum for change requires large amounts of positive affect and social bonding



*Listen for ...*

Expressions of positive attitudes and feelings, such as hope, inspiration, joy

***There are only two ways to live your life. One is as though nothing is a miracle; the other is as if everything is.    Albert Einstein***

# TOOLS: THEMES, EXPERIMENTS, MINDFULNESS

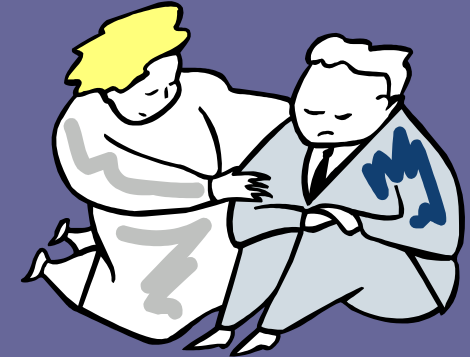
- Name your year or give the year a theme
- Experiment at your “learning edge” and practice
- Be mindful or attentive of opportunities to move into the future

# TOOL: CULTIVATING SUPPORTERS



- Cultivate positive external support
  - Who are your fellow travelers? Who are people you trust and value who have supported you in the past and will again?
  - What do you need to focus on so you feel supported?

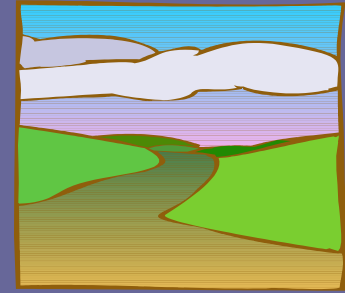
# TOOL: BEING-WITH



## Addressing the Internal Voice

- Acknowledging dark days – trying to reject them gives greater focus
- Being mindful and accepting of emotions without judgment
- Using observing self to realize we are more than our emotions
- Observing and yet acting to make positive choices

# APPLICATION: DESIGN YOUR PATH



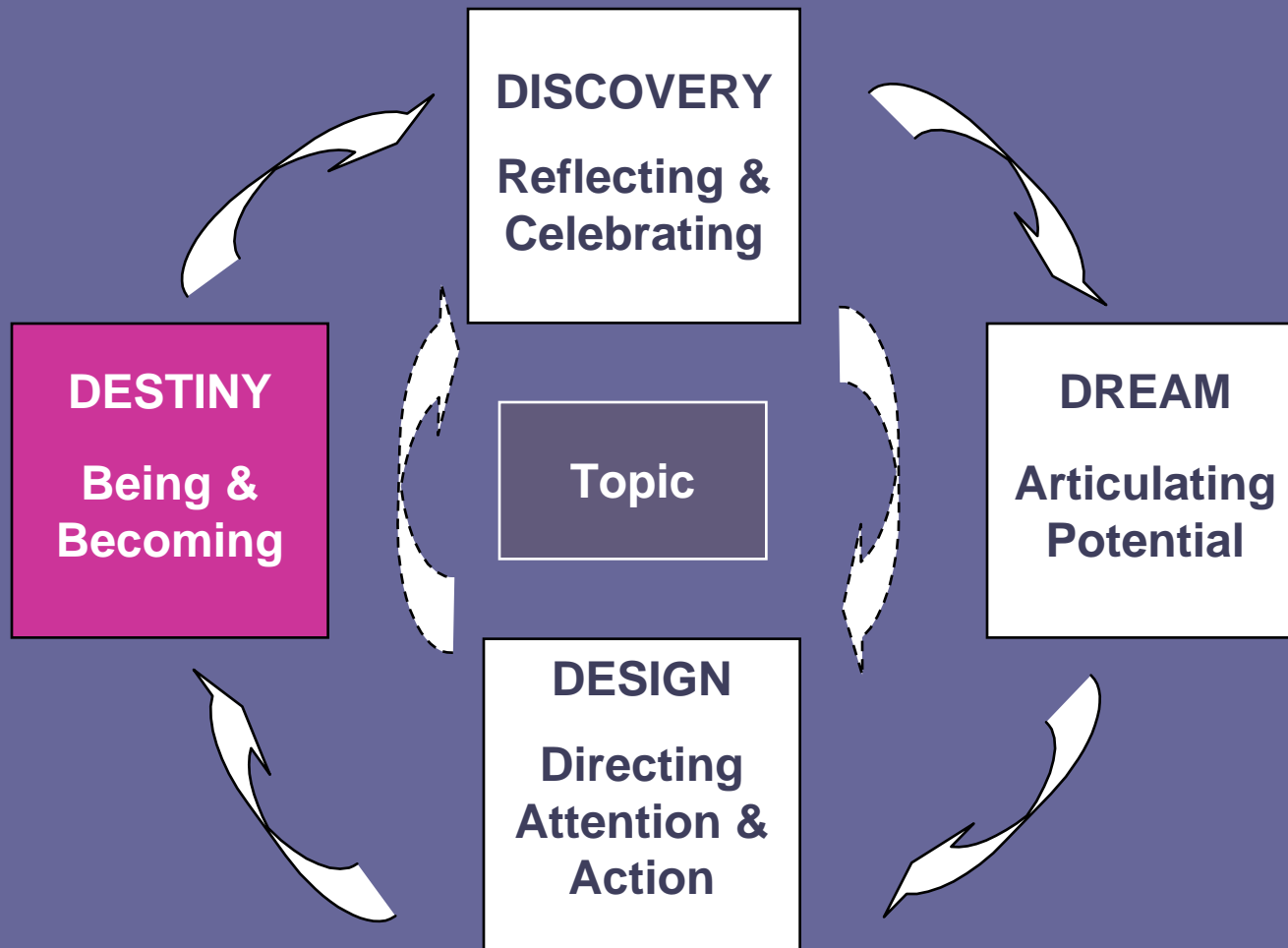
- **Client:** To what do you need to attend to bring your dream into realization? What can help you focus your thoughts, actions or behaviors (e.g., Name Your Year)? Think of whom you can cultivate as your supporters.
- **Coach:**
  - Encourage expression of feelings about the desired future, such as hope, inspiration, joy
  - Help client identify priorities that inspire & guide
  - Help client identify supporters
  - Support your client in choosing the Appreciative Path

# REFLECTION



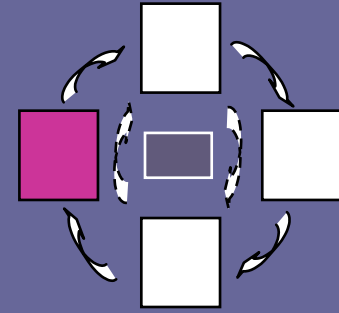
- What would you like to bring to the large group from your coaching experience?
- How is this work similar/different from AI group work in Design?

# APPRECIATIVE COACHING MODEL





# COACHING IN THE DESTINY STAGE



- Help client recognize his or her dream in the present
- Enable client to expand his or her capacity to create the dream
- Support the client in holding faith
- Say Namaste at close of coaching

# COMPETENCE IN DESTINY

- **Affirmative Competence:** Clients learn to draw on their ability to appreciate their own positive possibilities
- **Expansive Competence:** Clients are challenged to stretch and move into new, deeper and inspiring ways of thinking
- **Generative Competence:** Clients recognize and track their changes to experience a sense of progress and to be inspired by their best efforts

# TOOLS IN DESTINY



- **Practice:** Making new behaviors habitual
- **Perseverance:** Maintaining confidence in our clients, reminding them of dreams and helping them hold faith
- **Celebration:** Savoring, appreciating and rejoicing

# APPLICATION: CLOSING THE COACHING CYCLE

Bringing the dream into the present

- **Client**: How are you already living your dream today? In what ways are you already practicing?
- **Coach**: Help your client to focus on ways to act, expand capabilities and persevere in realizing the dream

*Remember to bring today's coaching relationship to an end  
Say 'namaste'*

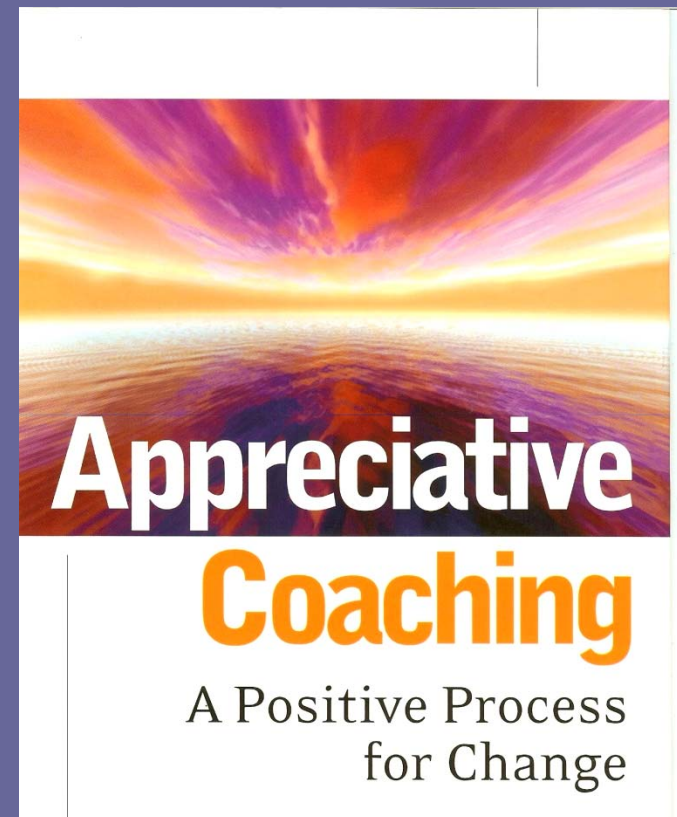
# REFLECTION

What reflections do you have on the Destiny Stage or any other aspect of the AC cycle?



# STEPPING INTO APPRECIATIVE COACHING

- Addressing worldview
- Using appreciative language
- Understanding what clients bring
- Focusing on one thing at a time



# CLOSING THE WORKSHOP

- What questions remain?
- What still needs to be said?
- Sharing of take-aways?



# PLEASE CONTACT US

**Jacqueline Binkert**

[jbinkert@appreciativecoaching.com](mailto:jbinkert@appreciativecoaching.com)

**Sara Orem**

[sorem@appreciativecoaching.com](mailto:sorem@appreciativecoaching.com)

**Ann L. Clancy**

[aclancy@appreciativecoaching.com](mailto:aclancy@appreciativecoaching.com)