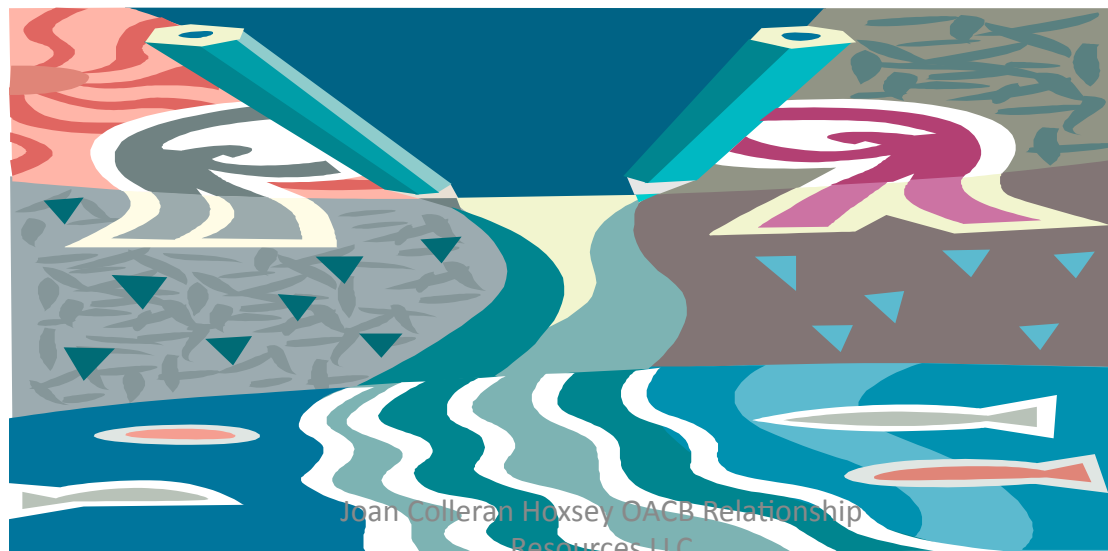


Why are Positive Organizations Valuable???

Joan Colleran Hoxsey D.Min., Msed
President, Relationship Resources LLC



The Past

- Pessimism as primary mode of understanding individual and organizational life
 - Change not really possible –world largely empty of choice

“Pessimism, as well as politics” wrote Warren Bennis, “breeds strange bedfellows and, whatever else divides them, students of psychoanalysis and of bureaucracy view their relevant units (people and organizations) as being mulishly resistant to most forms of alteration.” Indeed, Freud once said that he would be satisfied, alas delighted, if he could transform neurotic despair into normal Unhappiness..



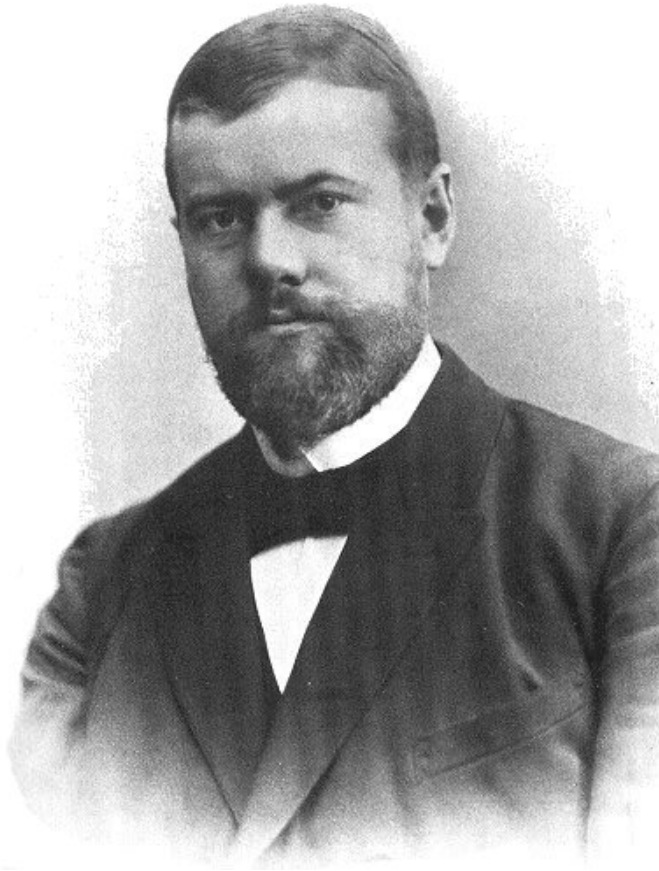


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- The Freudian view of human nature is basically deterministic. It is based on the belief that our behavior is determined by irrational forces, unconscious motivations, and biological and instinctual drives as these evolve through key psychosexual stages in the first six years of life.



Max Weber



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Bureaucracy will advance the more it is dehumanized

*“Bureaucratic administration means fundamentally
domination through knowledge.”*

—Max Weber^[83]



Taylorism



'I can say, without the slightest hesitation,' Taylor told a congressional committee, 'that the science of handling [pig-iron](#) is so great that the man who is ... physically able to handle pig-iron and is sufficiently phlegmatic and stupid to choose this for his occupation is rarely able to comprehend the science of handling pig-iron.'^[10] Frederick Winslow Taylor

The Beginning of OD

- Imagine taking on Freud and Weber—and announcing, with an unusually confident fervor, that human beings and their institutions could be changed for the better
- That is what OD practitioners did

Organization Development as Discipline

- OD would champion high human values at the center of our organizational effectiveness agenda.
- Organizations would not advance the more they became de-humanized as Weber projected. In fact, it would be exactly the opposite.
- Organizational effectiveness and human development would be part and parcel of one another, truly a both/and proposition.



Three Hallmarks of OD

- The spirit of inquiry
- *A collaborative approach*
- *A positive view of human beings*



Why Strengths?



“The task of leadership is to create an alignment of strengths in our systems, making our weaknesses irrelevant”

Peter Drucker, to David Cooperrider, 2003

Strength Based Organizations

The Strength Based Organization (SBO) is a manifestation of Peter Drucker's invitation to us:

"The task of leadership is to create an alignment of strengths in ways that make the organizations weaknesses irrelevant."

Let's make sense of this by reflecting on our own experiences and by responding to a few questions...



Strength Based Organizations

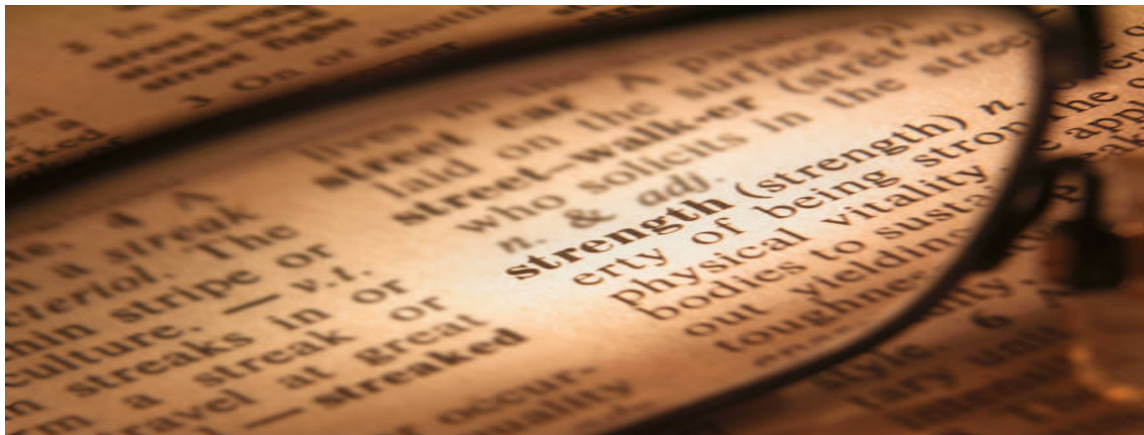
1. **What organizations do you know that exemplify the Strength Based Organization as you imagine it to be?**
2. **What are the daily strength based processes, practices, systems or structures within these organizations that *align strengths in ways that make the organizations weaknesses irrelevant?***
3. **How do these organizations bring meaning and value to people's lives, their customers and the world?**



Strength Based Organizations”

What characterizes them

- Groups of people routinely meet with purpose and intention... instead of deadly agendas, sincere inquiries abound
- Individuals/teams routinely volunteer in areas of strengths
- There is a constant reframing of problems to opportunities... resilience abounds
- Diversity of perspective is encouraged - cross-team, cross-department and cross-organization work... and valued



Strength Based Organizations

What characterizes them

- As part of the ONGOING visioning process, people buy-in... they demonstrate ownership
- Enthusiasm and creativity keep the organization fresh and continually improving
- People rally quickly to resolve challenges... they take action because they are confident in their strengths
- People find generative ways to recognize success and learn about strengths from difficulties
- People speak up for the good of the organization
- They are successful together



Strength Based Organizations Challenges in their daily Management?

- **Overcoming a deficit world. Letting go of fixing problems, refocusing efforts based on innovation, strengths and future potential**
- **Constant development and change**
- **Valuing the work of innovation teams AND managers**



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Strength Based Organizations

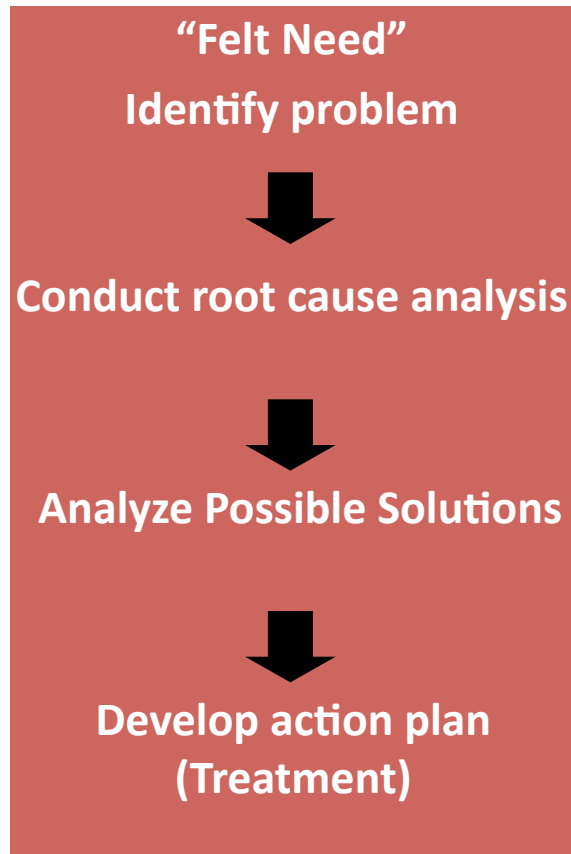
Challenges in their daily management? (cont'd)

- **Maintaining the energy toward change, and the unintended consequences arising from that**
- **Balancing innovation and change with the daily work of the organization**
- **Leading through inspiration and a focus on what is wanted vs. fear and a focus on what is NOT wanted**
- **Being and practicing AI in hundreds of small opportunities we have each day**



PROBLEM ANALYTIC CHANGE and APPRECIATIVE INQUIRY

**Problem solving
(deficit based change)**



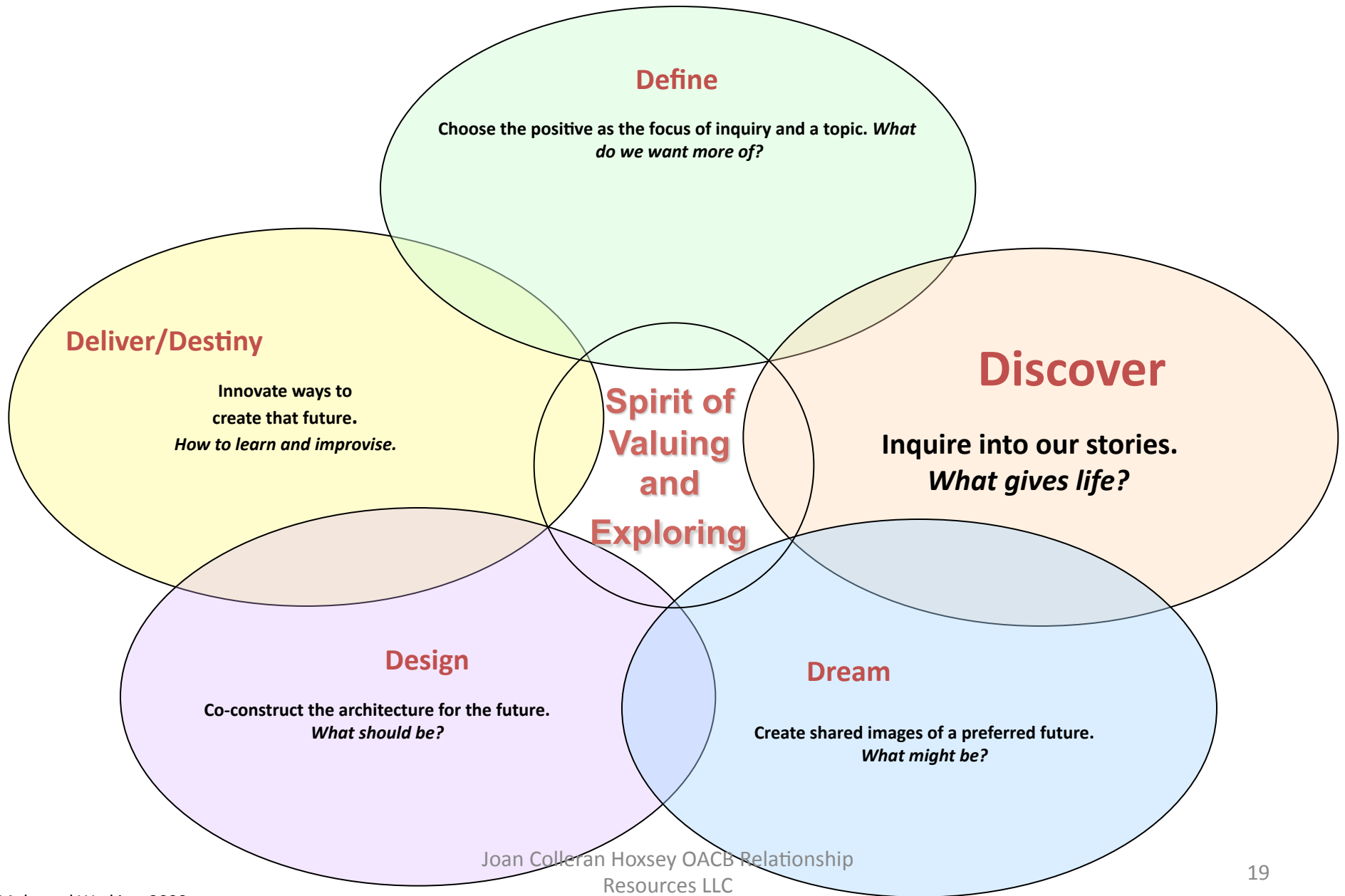
**Basic assumption:
Organization is a
"problem-to-be solved"**

**Appreciative inquiry
(strength based innovation)**



**Basic assumption:
organization is a web of strengths
linked to infinite capacity, infinite
imagination... alive**

Core Processes of AI



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Levels of Appreciative Designing

Low = design of a “one time” event (e.g.. - a strategic planning retreat, a performance appraisal session, a visioning workshop etc.)

Medium = design of a “mission critical” business process (e.g.. - patient transfer from unit to unit, strategic planning deployment process) or an organizational sub unit (e.g. team, department etc)

High = design of a whole “stand alone” organizational unit (e.g.. a business unit, a plant, etc)



A 4 Phase Process for Appreciative Designing of Strength Based Organizations

<p>DEFINITION</p> <p>Establishing the Foundation for the Strength Based Appreciative Design Process</p>	<p>DISCOVERY</p> <p>Understand, Map and share Current Strengths, Assets, Hopes, Oppt'ys & Req'ts For Future Success</p>	<p>DREAM & DESIGN</p> <p>Imagining the Plant in Action (& Results Obtained) and Developing The Socio-Technical Architecture of New Organization</p>	<p>DELIVERY</p> <p>Implementation Planning and Implementation</p>
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