



## **AI FACILITATOR CERTIFICATION REPORT**

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Spirit Bridge improves the lives of all people by providing affordable, collaborative services to communities and organizations. Our engagement, planning and leadership development services are delivered in a way that balances consultation with training, to ensure long-term self-sufficiency and success.

I have so far offered three, one-day workshops based on AI principles and strength-based development.

Two of the three workshops were no-charge community workshops in support of Idle No More in the Ottawa area. The third workshop was a paid one-day contract with the Akwesasne Area Management Board – the employment service provider for the Mohawk community of Akwesasne near Cornwall, Ontario.

Descriptions of all three workshops are included as part of this report.

I have permission from all groups and attendees to share their workshop information for the purposes of certification. I have, however, removed the names of the participants where relevant.

Attached with this report are the following documents:

1. Participant Materials from the second Idle No More workshop
2. Participant Materials from the Akwesasne workshop
3. Akwesasne Workshop Report (that was provided to the client)



### **Idle No More Workshops 1 and 2 (August 2013 and October 2013):**

These workshops were designed to bring together potential allies, share information about the history and impact of colonization on Indigenous People across Canada, and to empower individuals to take action on the social issues of greatest concern to them.

The questions and interview guide were developed in consultation with the Elder who performed the opening blessing at both events - it was not possible to have the participants develop the questions themselves. There was no Core Group – this was a general introduction to the strength-based process to a random mix of community members. The interview guide was refined following the first workshop, and its text was as follows:

You know how good you feel when you are acknowledged for doing something worthwhile? When you are proud of your achievement, and when what you are doing resonates with who you are inside?

When that happens, you are more inclined to do more of the same with an increased sense of satisfaction. In fact, it is probably hard to stop you doing what you are doing, as we all do our best work and are most productive when we are energized and engaged by the activity. If we are energized rather than depleted, it is likely that we are working with our talents or potential strengths and that the activity itself engages us – we are absorbed in it.

If you can develop conscious awareness of how frequently you are using your strength on a daily basis, you will begin to appreciate what contributes to your high levels of productivity and engagement. Moreover, you will be able to see how your strengths line up with the values and vision of the projects, organizations, and communities you are part of.

Also, we live in a time of remarkable change - a time for re-thinking relationships among groups, organizations and communities of all kinds. Daily, we see historic changes around the globe...revolution in Northern Africa, whistle-blowing in the US government and military, the Idle No More movement in this country and around the world, and the birth of millions of grassroots organizations joining the fight against global poverty and environmental decline. These and other global changes signal an open moment in world history – a time for great hope.

The questions I'm about to ask you are called Bridging Questions. I am going to ask you about times when you have seen things working at their best, both in your communities and elsewhere in your life. Many times we try to ask about things that aren't working well – the problems – so that we can fix them. Spirit Bridge, however, believes that asking about the things that are working, in order to more of them, is more successful and more sustainable.

The best thing you can do in this conversation is to think about, remember, and tell me details about the things you've seen, heard of, or imagined. Don't be humble in your answers; we're here to find out about your life, and your world, at its very best.

*"True humility is not thinking less of yourself; it is thinking of yourself less." – C.S. Lewis*

Do you have any questions?

The positive topic of both workshops was also established in advance of the workshop itself. The topic was: Empowering Individuals to Make Positive Change



Interviews were conducted face-to-face in groups of two or three, and followed an interactive version of the Reframing Tree Exercise where an example was offered by the participants. As facilitator, I worked through the example the 'old way' on a drawn tree on a flipchart. The participants then worked through the 'AI way', using leaves and fruit on which they could write and which they then stuck to a poster of a bare tree.

The interview questions were as follows:

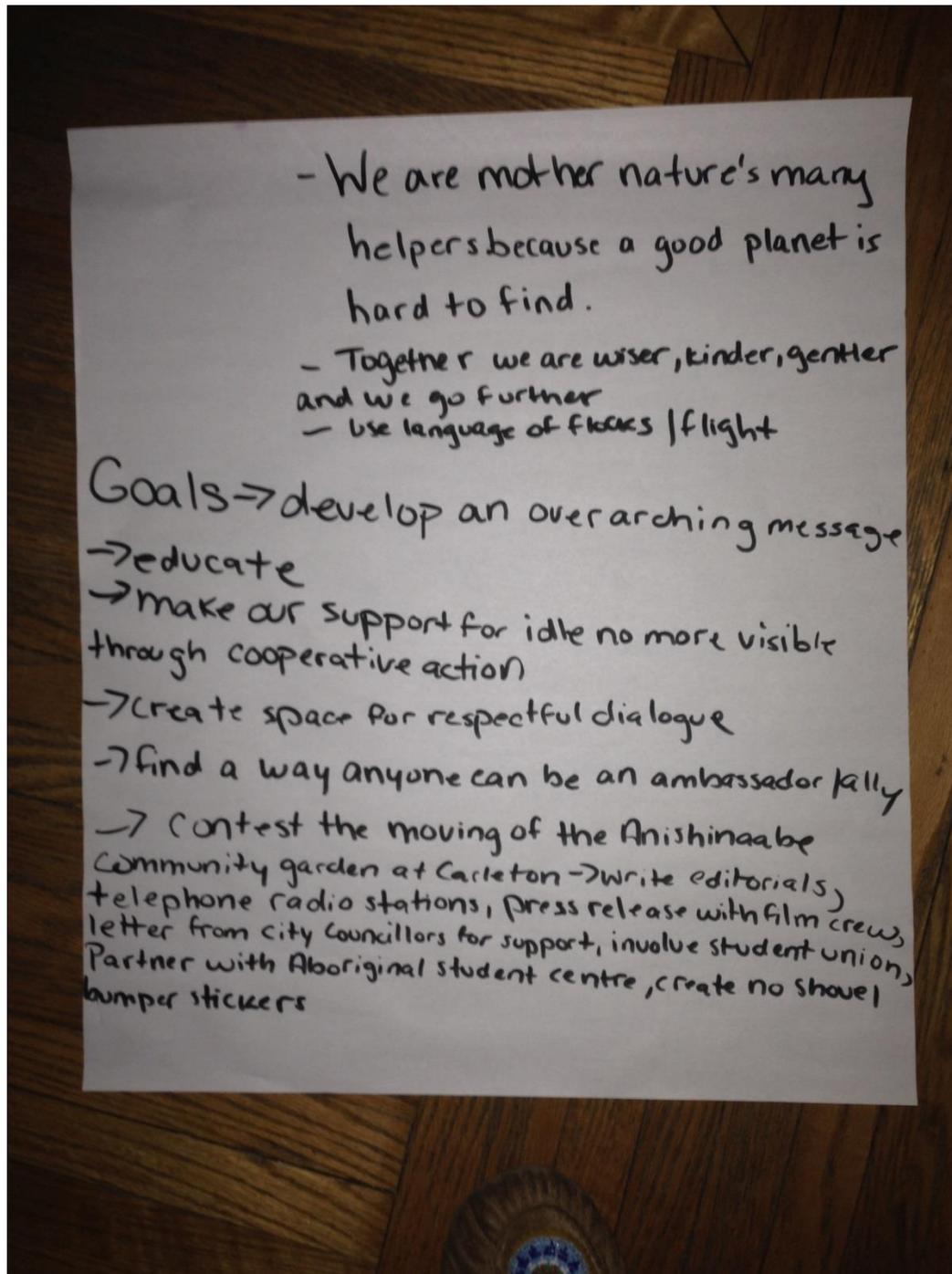
1. Describe a time when you did some meaningful community service.
  - What was the high point of the experience?
  - What did it feel like?
  - What was your contribution?
  - What impact did it have on the people you helped?
2. What strengths, talents or skills, did you bring to the situation?
  - What was specifically acknowledged and how?
  - If it was a team effort, what strengths did you observe in others?
  - What did you value about others' strengths?
  - What did you value about the group/organization/community?
3. Tell me about one recent shift that generates a Big Hope for you – one that serves to nurture your passion for the possibility of building a better world.
4. In what ways could you and your friends/colleagues respond to this Big Hope? Describe your ideas.
5. If you had three wishes, to make your ideas into reality, what would they be?

The groups were given approximately 20 minutes to conduct the interviews, and were then placed in groups of 2 groups of 15 to chart the results. Normally I would have placed them in smaller groups, but there were so many like-minded people that the larger size of the groups enhanced the sharing and discussion, making it richer rather than slowing it down.

Verbally, the participants said that they were energized and excited both while they were sharing, and as they were putting the many strengths and ideas on paper.

Written feedback forms for the second workshop are attached to this report.

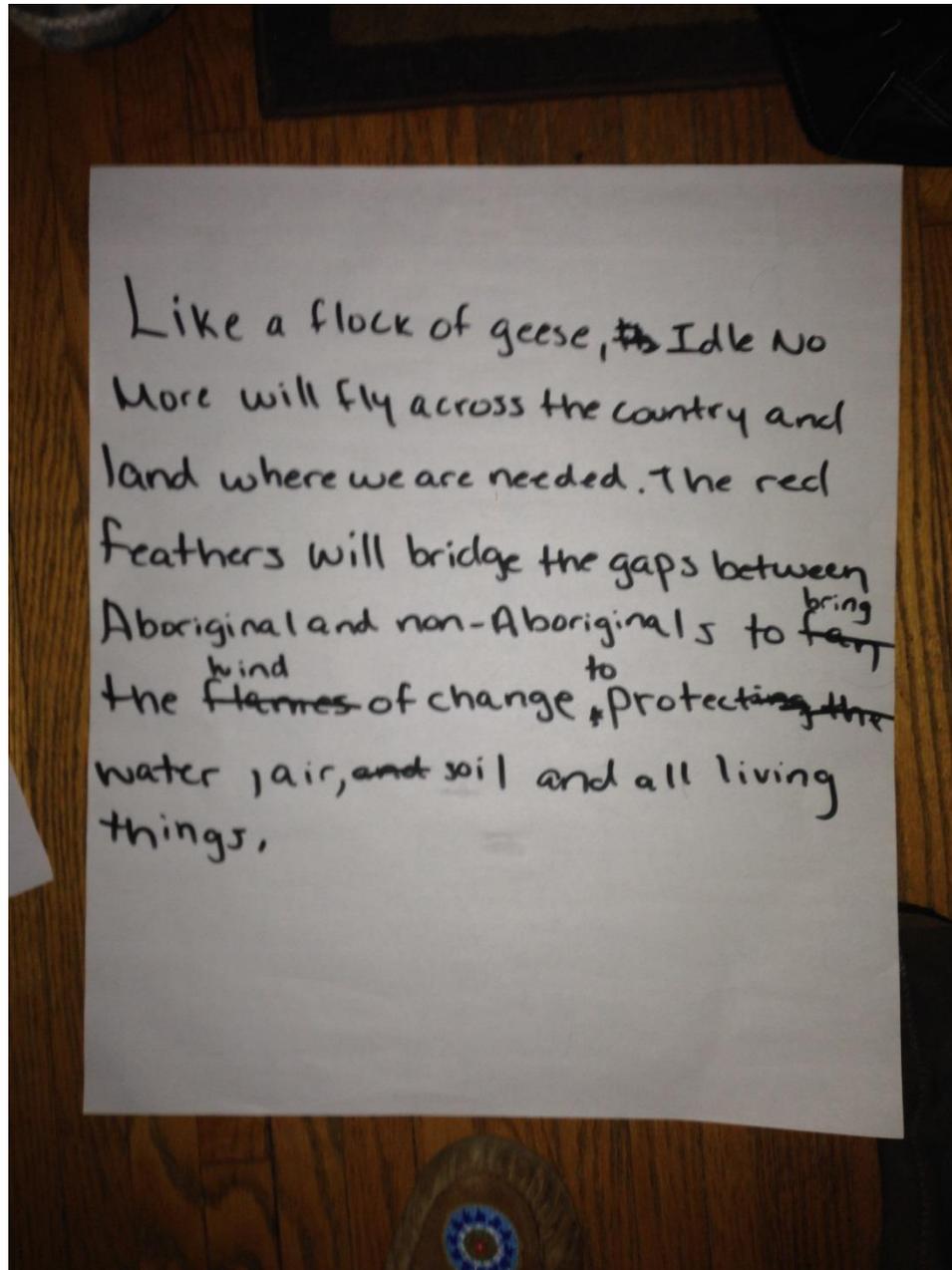
Some of the Life-Giving Forces the group identified are in the image below:





The first workshop was attended by only 6 people, so individual Provocative Propositions (called Audacious Statements at Spirit Bridge workshops) were developed by the participants.

The group from the second workshop (30 people) developed the following common Provocative Proposition:





The first workshop produced individual Strategic Intentions, which included:

- being less timid about promoting one's self (an entrepreneur participant)
- making more connections between Indigenous art and Indigenous activism (a Métis participant)
- spending more time outside and with neighbours to create a real sense of community (a local parent participant)

The second workshop produced a Red Feather initiative to visibly show support of Idle No More and a particularly heated anti-fracking situation in New Brunswick near the community of Elsipogtog. A red feather (hand-made ones were made at the workshop itself, pinned to participant lapels) was to be worn to prompt questions, discussion and to help identify Idle No More allies.

The Red Feather idea was shared on social media, and was adopted by Idle No More Winnipeg as part of their ongoing campaign. It was gratifying to see the efforts of the largely Indigenous participant group become a useful tool for a very active part of the Idle No More movement.



Participants that I am still in touch with wear their red feathers, and my own children have been making them for school-mates who are asking to wear them to support Indigenous rights.

The impact has been more visible (because of current events) than I would expect most such outcomes to be. I am confident that all participants will continue to maintain the momentum.



My wish for the Idle No More inquiry was to contribute strength and sustainability into the grassroots nature of the Idle No More movement. I wanted to create a collaborative space where individuals could find the allies and energy they needed in order to take responsibility for creating positive change.

I learned that standing back and allowing the participants to identify success on their own terms, and find their own ways of achieving that success from a position of strength was most definitely the route my life and work were meant to take. There was a dramatic improvement in my confidence and abilities between the first and second workshops, and I have no doubt that those strengths will continue to grow as I work with more (and different) groups in future.

The full Participant Package has been for your review.

Although not asked for in the template, the following is a picture of one of the Positive Core Maps from the workshops. The maps were made on 'blankets' that are used in one of the Idle No More workshop exercises.





### **Akwesasne Workshop Committee Activity:**

I was approached by the Akwesasne Area Management Board (AAMB), on behalf of the Akwesasne Workshop Committee (AWC) to facilitate a Partnership Development for Seamless Client Service activity.

Once again, because this was a one-day activity with very specific objectives, the questions and interview guide were prepared in advance, in collaboration with my representative at AAMB.

The Akwesasne community spans three jurisdictions (Ontario, Canada; Quebec, Canada; New York, USA) and each jurisdiction funds agencies that provide employability, employment and training services. After many years spent duplicating efforts, experiencing low attendance rates, and competing for venues and other resources, the three jurisdictions formed the AWC to streamline operations. Clients were also experiencing unnecessary difficulties when being referred from one agency to another, as they were unable to share client information, causing delays, confusion and abandonment of programming by frustrated clients.

The AWC was initially treated as ad-hoc collaboration among agencies in the offering of various employment workshops and other development activities. These initial efforts were successful, and the group decided to formalize their work as a committee.

The objectives of the AWC workshop were stated in the following way:

This activity would be highly practical in nature, with the set overall objective of identifying, and formally agreeing to, strategies for seamless client access to support services, regardless of municipal, territorial or federal jurisdiction within the Akwesasne community.

- To arrive at the terms of reference of the workshop committee
- To identify and share best practices, as well as progress made to-date by the Workshop Committee members
- To arrive at a formalized framework within which agency collaboration will continue facilitate seamless client service

The interview guide text was as follows:

Thank you for joining us today, and for agreeing to be interviewed as part of this Workshop Committee activity. Before we get started, let me take a minute to share with you what we're doing in this interview, and why we're doing it.

Our community, and our history, are strongly based in the principles of collaboration, storytelling, and a sense of collective (vs. individual) purpose.



The questions I'm about to ask you are called Bridging Questions. I am going to ask you about times when you have seen things working at their best, both as a member of the Workshop Committee, and in the work you do for your agency, Council and community.

Many times we try to ask about things that aren't working well – the problems – so that we can fix them. We believe the opposite is true - that asking about the things that are working, in order to make them the standard way of doing things, is more successful and more sustainable.

The best thing you can do in this conversation is to think about, remember, and tell us the details of things you've seen, heard of, or imagined, that really work well. Tell us about the things that inspire you, as well as the personal and traditional values that you bring to the Workshop Committee and all of the work you do in the community.

Do you have any questions?

Participants worked in groups of three (their preference) and asked each other the following questions, face-to-face:

1. Tell me about a time when you saw, or were part of, a truly successful experience in collaborative client service. A time when someone with significant challenges was able to succeed as a result of the cooperation among different groups or organizations that you were part of (or that you were aware of).
2. What are your greatest strengths? Without being humble, please describe a time when you used your greatest strengths to achieve something that was important to you, or to someone you were responsible for helping.
3. Step into the shoes of all the people who most respect and value you, both in the workplace and at home. Through their eyes, tell us:
  - I. What makes you tick?
  - II. What is it about working with others that you find satisfying?
  - III. When have you been happiest?
  - IV. What matters most to you?
4. Imagine you had a magic wand and could have three wishes granted to make every client's experience with your agency, and the member agencies of the Workshop Committee, the best experience possible. What would they be?
5. What's been the most important thing you've learned, or remembered, about yourself or the Workshop Committee, as a result of this interview?

The full Participant Materials have been provided for your review.

The Life-Giving-Forces of the group are found in the following images:



spiritbridge

Strengths	Wishes
<ul style="list-style-type: none"> <li>- Getting a grant</li> <li>- Creating agreement Potsdam</li> <li>- Collaboration of services avoid duplication - More ppl. benefit</li> <li>- Problem-solving</li> <li>- Lots of energy</li> <li>- Advocacy of clients</li> <li>- Going big!</li> <li>- Interest worthy</li> <li>- Informative</li> <li>- Willingness</li> <li>- Setting the example</li> <li>- Increased accountability</li> <li>- Thinking outside the box</li> <li>- Compassion</li> <li>- Sense of duty</li> <li>- Creativity</li> <li>- Diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Full participation</li> <li>- More qualified instrc.</li> <li>- Local/Native</li> <li>- More train-the-trainers programs</li> <li>- Retention of training</li> <li>- Discovery (self)</li> <li>- Employment</li> <li>- Improved lifestyle</li> <li>- Successful business</li> <li>- Knowledgeable client</li> <li>- Even playing field</li> <li>- Stronger communication</li> </ul>

Strengths	Wishes	Theme
<ul style="list-style-type: none"> <li>Active listening</li> <li>Passions into financial gain</li> <li>Quality Service</li> <li>Provisions of hands-on service</li> <li>Internships</li> <li>Youth More Focused</li> <li>Drawing on Experience</li> <li>Promoting People</li> <li>Establishing Rapport</li> <li>Community members</li> <li>Common ground experiences</li> </ul>	<ul style="list-style-type: none"> <li>More trainers</li> <li>Respect for client/w</li> <li>Looked at @ individual</li> <li>Embracing strengths</li> <li>Communicate</li> <li>Providing beautiful opps</li> <li>Best customer service / good product</li> <li>Improving self esteem / motivation</li> <li>Shared responsibility</li> <li>Everyone is informed</li> <li>Full participation (process + student)</li> <li>More opp to return to financial responsibility</li> <li>Productivity</li> <li>Knowing capabilities of each stakeholder (incl. businesses)</li> <li>Following the 'need' of the community</li> </ul>	<ul style="list-style-type: none"> <li>4</li> <li>4</li> <li>5</li> <li>6</li> </ul>

Strengths	Wishes
<ul style="list-style-type: none"> <li>- Happiest leaving a legacy</li> <li>- Challenges (love them)</li> <li>- Helping community</li> <li>- Teamwork</li> <li>- Integrity</li> <li>- Tenacity</li> <li>- Vision</li> <li>- Confidence</li> </ul>	<ul style="list-style-type: none"> <li>- Strong local economy</li> <li>- Total buy-in support</li> <li>- Self-control - funding + development</li> <li>- Sovereignty</li> <li>- Accountability</li> <li>- Support from leadership</li> <li>*Self-determination</li> </ul>
<p><b>THEMES:</b></p> <ul style="list-style-type: none"> <li>* Identification of the corporate cultures that exist.</li> <li>* Onkwehonwe corporate culture.</li> </ul>	

DOING IT THE ONKWE-HONWE WAY



The AWC's Provocative Proposition is:

*We are the Akwesasne Workshop Committee. We are a team of Akwesasne agencies who find and implement effective solutions for the development and self-sufficiency of our Community.*

The top strengths and strategic intentions identified are:

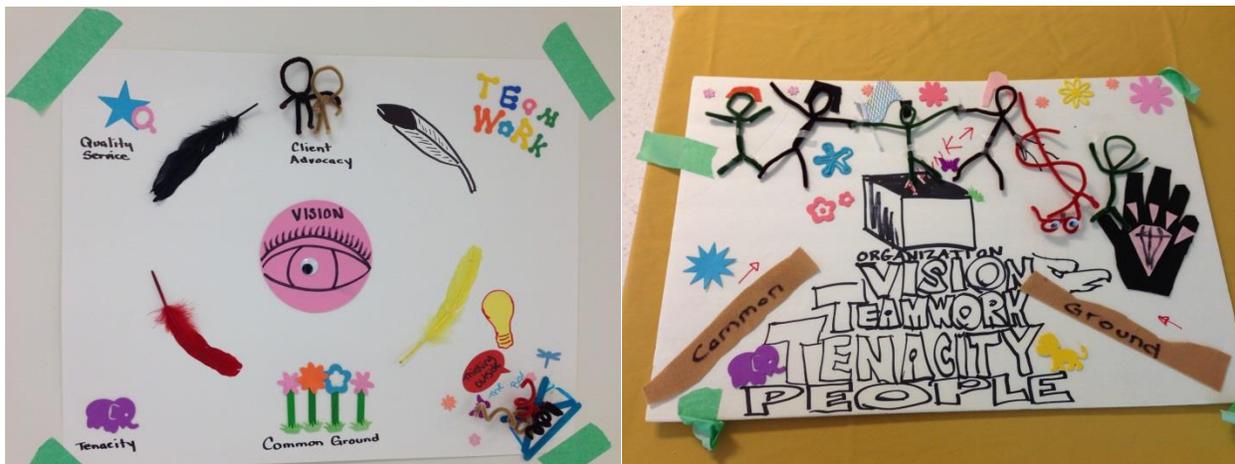
Top 7 Strengths Identified from among AWC agencies (full list provided in Appendix B):

- Common Ground / Common Experiences
- Client Advocacy / Promotion of People
- Quality of Service
- Teamwork
- Vision
- Tenacity
- Thinking Outside the Box

Top 3 Short/Medium Term Priorities identified from among potential AWC activities and themes (full list provided in Appendix B):

- Growing the pool of qualified, local, Indigenous instructors
- Improving Mutual Accountability and Client Trust
- Communication

These are pictures of the AWC's Positive Core Maps, which they have decided to have rendered professionally by a local artist:





The plan and Next Steps arrived at by the group are:

NEXT STEP	RESPONSIBLE AWC MEMBER
Revision of the MoU	<<participant name>>
Agency Review of the Revised MoU	SRMT – <<participant name>> MCA – <<participant name>> AAMB – <<participant name>>
Artists Rendition of the Positive Core Map	<<participant name>>
Accountability / Process <ul style="list-style-type: none"> <li>• AWC governance &amp; decision-making</li> <li>• Templates and Forms</li> <li>• Coordinating Council approvals</li> </ul>	<<participant name>>
Workforce Needs <ul style="list-style-type: none"> <li>• relationship building</li> <li>• proactive communication</li> <li>• providing value</li> </ul>	<<participant name>>
Building Trust (including publicizing success, ethics and promotion of the AWC in the Community) <ul style="list-style-type: none"> <li>• possibility of reliable AWC publication (hard copy or electronic) including success stories, activity listings and other information useful to the Community</li> <li>• linking developmental ethics activities among all agencies</li> <li>• communication strategies among partner agencies and with clients</li> </ul>	<<participant name>> <<participant name>>
Growing the pool of qualified, local, Indigenous instructors <ul style="list-style-type: none"> <li>• Train-the-Trainer</li> </ul>	<<participant name>>



This workshop occurred on the 21<sup>st</sup> of October and therefore direct impact of its outcomes is difficult to assess. The AI process, however, has inspired the AWC member agencies to conduct a full Community Engagement exercise (to set the direction for the newly formalized committee) and has also inspired an Education Forum that will inquire into what an ideal relationship between educational institutions, policy-makers, and support agencies would look like, and how it would be achieved. I am hopeful that Spirit Bridge will be asked back to facilitate those processes.

As it stands, I am returning to Akwesasne for a fun-filled, inspiring day of Team Building with AAMB. It will be the first formal professional development activity in which the employees have been engaged – I am honoured and thrilled that they have chosen Spirit Bridge as the service provider for that experience.

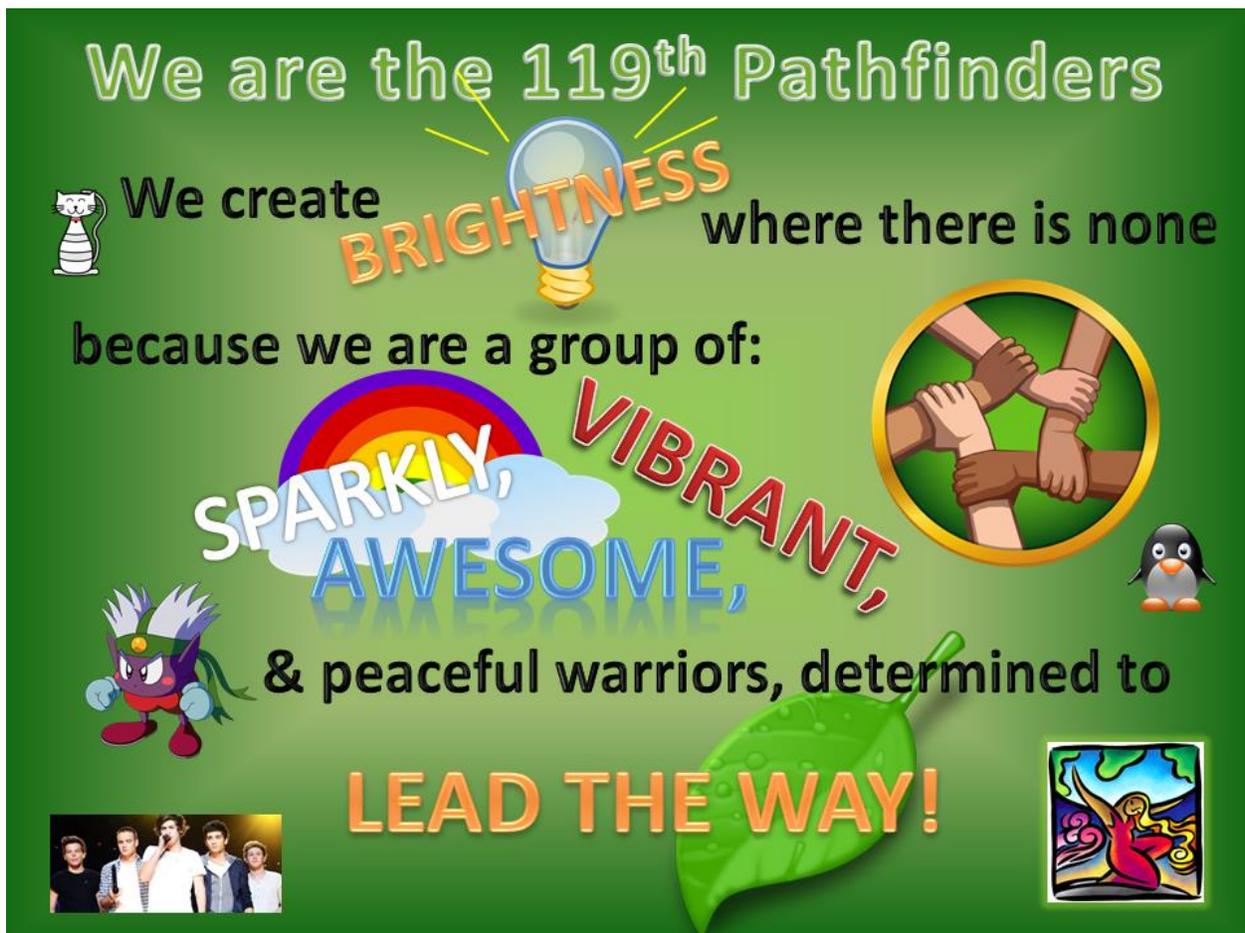


**OTHER ACTIVITIES:**

As a volunteer with the Girl Guides of Canada, I co-lead a group of 12 year old Pathfinders in their weekly meetings and activities. The focus of Pathfinders is ownership, by the girls, of the activities and program achievements – the leaders play a more supportive (vs. prescriptive) leadership role.

During the first three weeks of meetings, I conducted a strength-based exercise to help break the ice among girls who did not know each other, and to empower them to take responsibility for their program.

The Provocative Proposition they came up with is represented in the following image:





I am also presenting (what has become) a series of Lunch and Learn activities (called Brown Bags) at the Ottawa HUB. As a member, I have the opportunity to help other social entrepreneurs learn strength-based development so they can (right from the start) grow their businesses (and their lives) from a place of appreciation and strength. The first session (a primer on re-framing the questions we ask) was in mid-October and I have been asked back in January to elaborate on the rest of the process.

Overall, the AI journey is just beginning for me – but I have never been more confident of success and positive impact. It is a path I intend to follow for many years, and I hope to cause enough ripples in the pond to see a broader change in the way organizations, and individuals, view development.

Thank you.



# IDLE NO MORE POTLUCK WORKSHOP

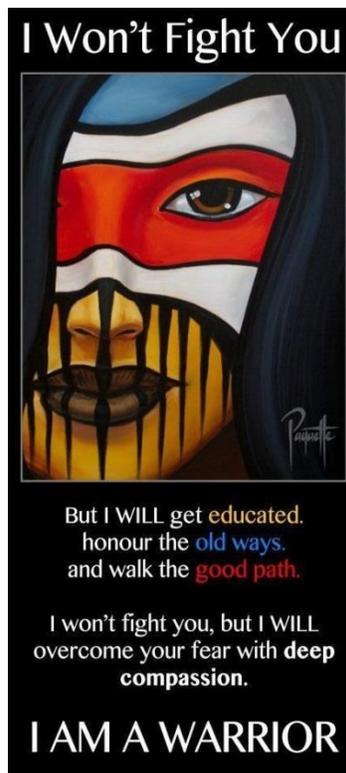


Image by Aaron Paquette  
([www.aaronpaquette.net](http://www.aaronpaquette.net))

# MOVING FORWARD TOGETHER!

Oct 19, 2013



## WELCOME !

Thank you for supporting positive change in Ottawa.

com·mu·ni·ty [kuh-myoo-ni-tee]

1. a social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.
2. a social, religious, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the larger society within which it exists (usually preceded by the ): the business community; the community of scholars.
3. a group of associated nations sharing common interests, or a common heritage:

What is being created here today is a narrative-rich culture that will persist in our communities, long after this day has ended.

When we say Positive Revolution, or Appreciation, we don't mean mindless "happy-talk". This will not be a day filled with short-term, feel-good words and activities. We will be taking a very practical approach to change and social development, from a different side of the issues and problems – based in a paradigm focused on strength, rather than weakness.

### **Classical Thinking**

- Reality is an objective fact
- Reality can be discovered using rational and analytical processes
- Collecting and applying valid data using objective problem-solving methods leads to change
- Change is episodic and linear
- Change can be created, planned and managed
- Emphasis on changing behaviour and what one does

### **Positive Revolution**

- Reality is socially constructed
- Reality is negotiated and may involve power and political processes
- Creating new social agreements through explicit or implicit negotiation leads to change
- Change is continuous and/or cyclical
- Change is inherent and can be self-organizing
- Emphasis on changing mindsets and how one thinks



## PRINCIPLES FOR A POSITIVE REVOLUTION

### CONSTRUCTIONIST

Constructionism replaces the individual, with the relationship, as the locus of knowledge. Language and discourse create our sense of reality – our sense of the true, the good, and the possible.

To be effective leaders, and change agents, we must be adept in the art of understanding, reading and analyzing organizations as living, human constructions.

### SIMULTANEITY

The questions we ask set the stage for what we find, and the asking of the questions (in and of itself) is the catalyst for change.

Observation or examination alone, of a human system, alters that system.

If the questions we ask are positive, the change caused will be positive. If the questions we ask are negative, the system will be negatively influenced.

### POETIC

Human systems are more like open books, than they are like machines. An organization's story is not linear, and it is co-authored by every living being within it.

Any topic can be studied, and through the organization's people (the sources of learning and inspiration) the topic is interpreted, like the endless interpretive possibilities of a novel or poem.

### ANTICIPATION

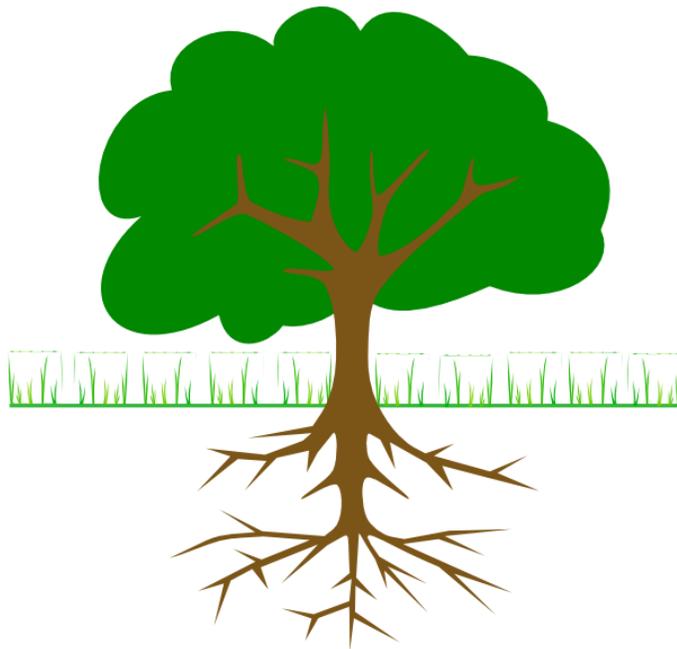
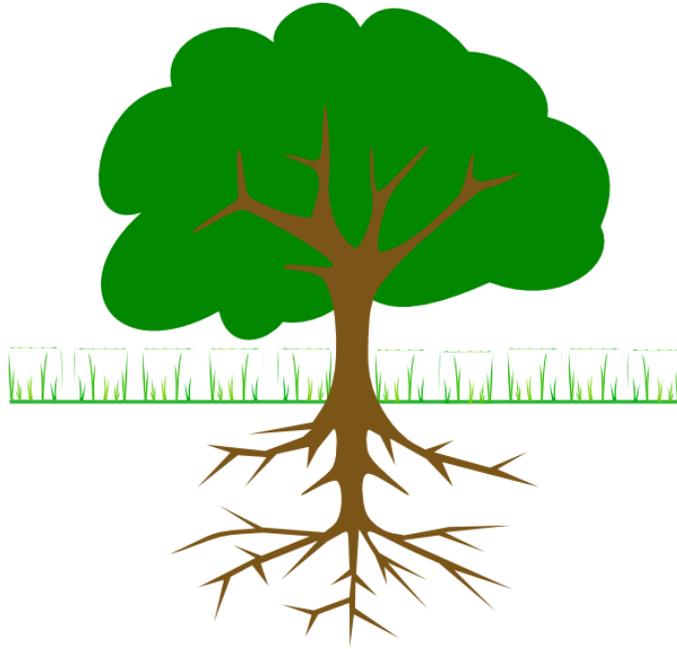
The image of the future guides the current behaviour of any organization. Humans are constantly projecting a horizon of expectations. Their talk in the hallways, the metaphors and language they use, bring the future powerfully into the present.

Creating positive images together may be the most important aspect of any change process.

Are you ready for a positive approach to change?

**Let's get started!**

RE-FRAMING ACTIVITY





## Interview #1

### **Setting the stage (this is read to the interviewee):**

You know how good you feel when you are acknowledged for doing something worthwhile? When you are proud of your achievement, and when what you are doing resonates with who you are inside?

When that happens, you are more inclined to do more of the same with an increased sense of satisfaction. In fact, it is probably hard to stop you doing what you are doing, as we all do our best work and are most productive when we are energized and engaged by the activity. If we are energized rather than depleted, it is likely that we are working with our talents or potential strengths and that the activity itself engages us – we are absorbed in it.

If you can develop conscious awareness of how frequently you are using your strength on a daily basis, you will begin to appreciate what contributes to your high levels of productivity and engagement. Moreover, you will be able to see how your strengths line up with the values and vision of the projects, organizations, and communities you are part of.

Also, we live in a time of remarkable change - a time for re-thinking relationships among groups, organizations and communities of all kinds. Daily, we see historic changes around the globe...revolution in Northern Africa, whistle-blowing in the US government and military, the Idle No More movement in this country and around the world, and the birth of millions of grassroots organizations joining the fight against global poverty and environmental decline. These and other global changes signal an open moment in world history – a time for great hope.

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The best thing you can do in this conversation is to think about, remember, and tell me details about the things you've seen, heard of, or imagined. Don't be humble in your answers, we're here to find out about your life, and your world, at its very best.

*“True humility is not thinking less of yourself; it is thinking of yourself less.” – C.S. Lewis*

Do you have any questions?

6. Describe a time when you did some meaningful community service.
  - What was the high point of the experience?
  - What did it feel like?



- What was your contribution?
- What impact did it have on the people you helped?

7. What strengths, talents or skills, did you bring to the situation?

- What was specifically acknowledged and how?
- If it was a team effort, what strengths did you observe in others?
- What did you value about others' strengths?
- What did you value about the group/organization/community?



8. Tell me about one recent shift that generates a Big Hope for you – one that serves to nurture your passion for the possibility of building a better world.

9. In what ways could you and your friends/colleagues respond to this Big Hope? Describe your ideas.

10. If you had three wishes, to make your ideas into reality, what would they be?

- -
- -
- -

Thank you so much for taking the time to share your thoughts and feelings. I've learned a lot about you, your strengths, and our possibilities for the future.

I want to be sure that I'm representing you in a way that you're comfortable with. I'd like to ask you to take a few minutes to read over my notes, and let me know if I've misunderstood anything or if I've written anything in a way that is uncomfortable for you.

Thank you again for sharing your stories.



## **INTERPRETATIONS AND PRESENTATIONS: STRENGTH MAPPING**

Human systems grow in the direction of what they persistently ask questions about, and this tendency is strongest and most sustainable when the way we inquire, and the purpose of the inquiry, are positively aligned. The single most important action a group can take to consciously construct a better future is to make its Strength Map the common, and explicit, property of all.

This exercise involves everyone sharing the stories of those they have interviewed.

Three groups will be formed (according to the colours of the cards in your name badge). Each interviewer will share the story of the person who was interviewed. Turns will be taken around the table until all interviews are summarized. A scribe will record the many themes on a flip chart, as they are identified throughout the presentations. Each summary should take no more than 2 minutes.

### **THEMES:**

Based on the notes taken by the scribe, each of the three groups will choose two or three prevalent themes, and come up with a creative way to present those themes to the other two groups. The presentation can be a skit, a poster, a dance, a song or any other means by which the themes can be expressed.



Once all presentations have been made, the themes will be reviewed again, and the group will choose those themes that should be included on the Strength Map (the blanket). Using the fabric pens, glue and other items, the blanket will be decorated by the entire group, to reflect the strengths, values, and vision of the workshop as a community.

**NOTES:**



### **WHAT NEXT?**

Now that the Strength Mapping is complete, we will go back to the flipchart notes and find three or four subject/theme areas that will become the spark for action. Everyone will be invited to join the discussion about one of the subjects/themes. The subject you choose DOES NOT have to be the subject on which you were interviewed. The subject you choose should be one into which you see yourself contributing strength and passion following this workshop.

Each new subject group will now arrive at an audacious statement about what the group is, or what it accomplishes. The statement MUST be in the present tense, and MUST represent the group at its absolute best. Refer back to the Strength Map and the interview summaries to identify the strengths that give credibility to the audacious statement.

Once the audacious statement has been crafted, begin discussing how as individuals (or as a group) you can ignite positive change in the subject/theme you have chosen. Examples of possible action include:

- Keeping an open mind when faced with opposition.
- Consciously reframing obstacles into opportunities.
- Planning a meeting, rally or other gathering.
- Starting a petition, or an action plan for public awareness.
- Writing to the relevant politicians to demand action.

The only limits are those of your own imaginations.

### **AUDACIOUS STATEMENT:**

### **NOTES:**



# **WORKSHOP COMMITTEE**

## **Partnership for Seamless Client Service**

October 21, 2013



AGENDA

<b>9:00</b> (20 min)	<b>Welcome, Blessing and Introductions</b>
(10 min)	<b>Reframing Exercise</b>
(30 min)	<b>Workshop Committee Overview Presentation</b>
(30 min)	<b>Breakout Group Interviews - Partnership Bridging Questions</b>
<b>10:30</b> (20 min)	- Break -
(30 min)	<b>Sharing of Interview Results in Plenary</b>
(40 min)	<b>Documenting the Highlights (Positive Core Mapping)</b>
<b>12:00</b> (60 min)	- Lunch -
(15 min)	<b>Review of Morning's Activities</b>
(30 min)	<b>Validation of Framework/MoU for Seamless Client Service</b>
(45 min)	<b>Next Steps Group Discussion / Resources and Commitments</b>
<b>2:30</b> (20 min)	- Break -
(40 min)	<b>Documenting Commitments / Signing of MoU</b>
(30 min)	<b>Next Steps Confirmation</b>
<b>4:00</b> (30 min)	<b>Closing Remarks / Evaluations</b>



## WELCOME !

Thank you for accepting the invitation to be part of this activity.

Every organization was created as a solution, designed in its own time, to meet a challenge or satisfy a need of society. Even more fundamentally, organizations are communities – living, breathing relationships, partnerships and ever-expanding webs of knowledge and actions.

“The task of organizational leadership is to create an alignment of strengths in a way that make a system’s weaknesses irrelevant.” *Peter Drucker*

What is being created here today is a narrative-rich culture, among your organization, that will persist long after this day has ended.

When we say Positive Revolution, or Appreciation, we don’t mean mindless “happy-talk”. This will not be a day filled with short-term, feel-good words and activities. We will be taking a very practical approach to change and community development, but from the opposite side of the issues and problems – based in a paradigm of strength, rather than weakness.

### **Classical Thinking**

- Reality is an objective fact
- Reality can be discovered using rational and analytical processes
- Collecting and applying valid data using objective problem-solving methods leads to change
- Change is episodic and linear
- Change can be created, planned and managed
- Emphasis on changing behaviour and what one does

### **Positive Revolution**

- Reality is socially constructed
- Reality is negotiated and may involve power and political processes
- Creating new social agreements through explicit or implicit negotiation leads to change
- Change is continuous and/or cyclical
- Change is inherent and can be self-organizing
- Emphasis on changing mindsets and how one thinks



## PRINCIPLES FOR A POSITIVE REVOLUTION

### CONSTRUCTIONIST

Constructionism replaces the individual, with the relationship, as the locus of knowledge. Language and discourse create our sense of reality – our sense of the true, the good, and the possible.

To be effective leaders, and communities, we must be adept in the art of understanding, reading and analyzing communities as living, human constructions in nature.

### SIMULTANEITY

The questions we ask set the stage for what we find, and the asking the questions (in and of itself) is the catalyst for change.

Observation or examination alone, of a human system, alters that system.

If the questions we ask are positive, the change caused will be positive. If the questions we ask are negative, the system will be negatively influenced.

### POETIC

Human systems are more like open books, than they are like machines. An organization's story is not linear, and it is co-authored by every living being within it.

Any topic can be studied, and through the organization's people (the sources of learning and inspiration) the topic is interpreted, like the endless interpretive possibilities of a story or a poem.

### ANTICIPATION

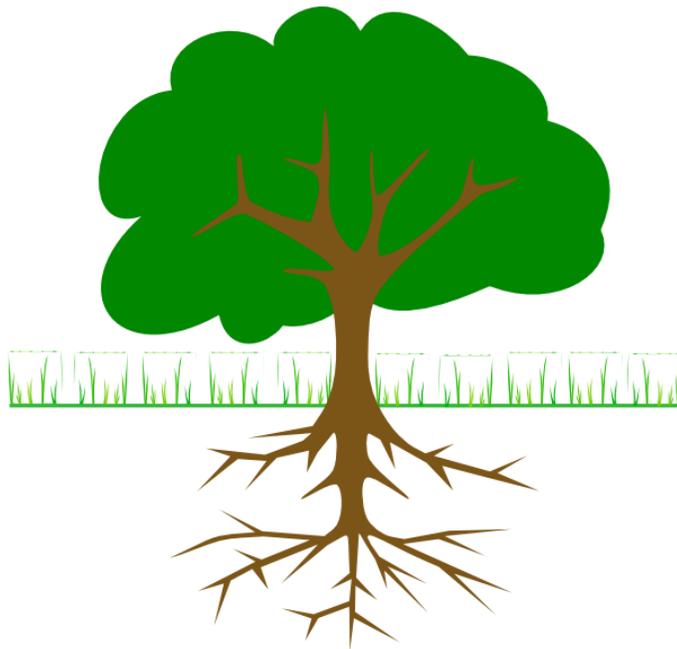
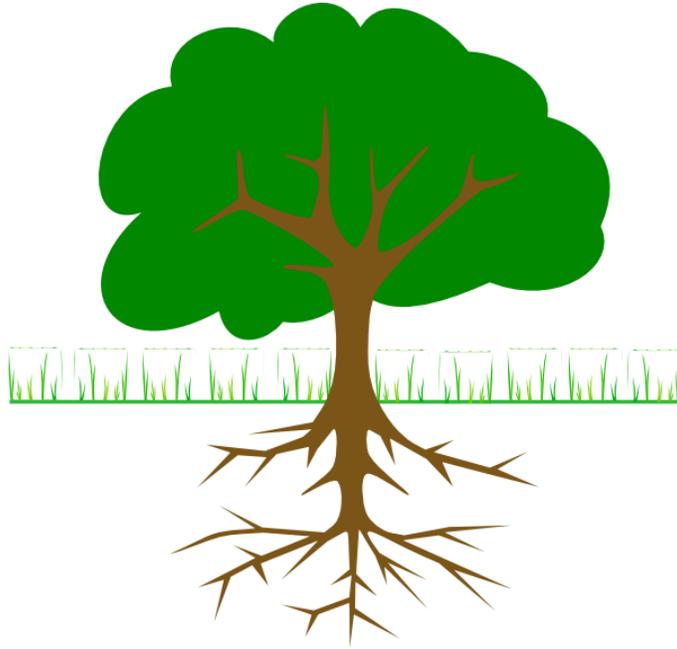
The image of the future guides the current behaviour of any community. Humans are constantly projecting a horizon of expectations. Their talk in the hallways, along with the references and language they use, bring the future powerfully into the present.

Creating positive images together may be the most important aspect of any change process.

Are you ready for a positive approach to change?

**Let's get started!**

RE-FRAMING ACTIVITY





## **Interview #1**

### **Setting the stage (this is read to the interviewees):**

Thank you for joining us today, and for agreeing to be interviewed as part of this Workshop Committee activity. Before we get started, let me take a minute to share with you what we're doing in this interview, and why we're doing it.

Our community, and our history, are strongly based in the principles of collaboration, storytelling, and a sense of collective (vs. individual) purpose.

The questions I'm about to ask you are called Bridging Questions. I am going to ask you about times when you have seen things working at their best, both as a member of the Workshop Committee, and in the work you do for your agency, Council and community.

Many times we try to ask about things that aren't working well – the problems – so that we can fix them. We believe the opposite is true - that asking about the things that are working, in order to make them the standard way of doing things, is more successful and more sustainable.

The best thing you can do in this conversation is to think about, remember, and tell us the details of things you've seen, heard of, or imagined, that really work well. Tell us about the things that inspire you, as well as the personal and traditional values that you bring to the Workshop Committee and all of the work you do in the community.

Do you have any questions?

(notes about the pre-amble can be made here – when ready, move on to the interview questions)





9. Imagine you had a magic wand and could have three wishes granted to make every client's experience with your agency, and the member agencies of the Workshop Committee, the best experience possible. What would they be?

- I. -
- II. -
- III. -

10. What's been the most important thing you've learned, or remembered, about yourself or the Workshop Committee, as a result of this interview?

Thank you so much for taking the time to share your stories. I've learned a lot about you, this community, and our possibilities for the future.

I want to be sure that I'm representing you in a way that you're comfortable with. I'd like to ask you to take a few minutes to read over my notes, and let me know if I've misunderstood anything or if I've written anything in a way that is uncomfortable for you.



## INTERPRETATIONS AND PRESENTATIONS: MAPPING THE POSITIVE CORE

Human systems grow in the direction of what they persistently ask questions about, and this tendency is strongest and most sustainable when the way we inquire, and the purpose of the inquiry, are positively aligned. The single most important action a group can take to consciously construct a better future is to make the Positive Core the common, and explicit, property of all.

This exercise involves everyone sharing the stories of those they have interviewed.

A scribe will record the themes on a flip chart, as they are identified throughout the presentations.

Once all stories have been shared, the themes will be reviewed and the group will choose those themes that should be included on the Positive Core Map.

This next step is a creative activity. The Map can be portrayed in a number of ways. Craft supplies have been provided for poster-making. The Map can also take the form of a skit, or other interpretive presentation (a video recording of any such presentation will be copied and distributed to all participants). The point is to create a record of the Committee's Positive Core that all Committee Members (existing and new) can refer to after today's activity.

THEMES:



**COMMITTEE REALITY: BE AUDACIOUS!**

Now that the Positive Core has been mapped, the Workshop Committee and its stakeholders will develop an audacious statement about what the Workshop Committee is, what it accomplishes, and what makes it great. The statement **MUST** be in the present tense, and **MUST** represent the Committee at its absolute best. Refer back to the Positive Core and the interview notes to identify the strengths that give credibility to the audacious statement.

The Audacious Statement and your Positive Core Map will be useful when orienting new Workshop Committee Members, or for preparing progress reports and presentations.

**NOTES:**

**AUDACIOUS STATEMENT:**



**NEXT STEPS:**