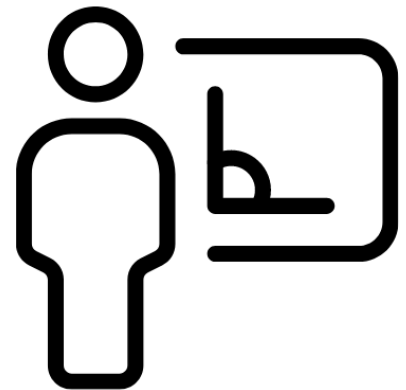


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



*A pessimist sees the difficulty in everything.
An optimist sees the opportunity in
everything.*

Winston Churchill

Module Two: Introducing Appreciative Inquiry



To garner a clearer understanding of how to implement appreciative inquiry, we must first have a clearer understanding of what it means. There are many techniques and practices that can be used to bring about positive change through appreciative inquiry that anyone can use in their lives. Learning about appreciative inquiry not only benefits the employee, but the entire company. It helps address ways to encourage positive thinking instead of using negativity or even criticism.

What is Appreciative Inquiry?



The definition of appreciative inquiry is the ability to recognize the best in people and utilize those strengths to discover new possibilities and results. Appreciative inquiry focuses on positive thinking and expressing ideas and opinions to reach an end result. What does that mean for you or your business? Appreciative inquiry in the workplace encourages employees to think positively, which in turn helps them to overcome any negative thoughts which may hinder their ability to work harder and reach their own

goals of greater productivity.

Estimated Time	5 minutes
Topic Objective	Define appreciative inquiry.
Topic Summary	What is Appreciative Inquiry? Identify the different aspects and techniques of appreciative inquiry and how it can apply to our lives.

Materials Required	Worksheet 1-Identifying Appreciative Inquiry
Planning Checklist	None
Recommended Activity	Complete the Worksheet individually. Share your ideas with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to share their ideas.
Review Questions	What are the benefits of appreciative inquiry?

Generating a Better Future



Appreciative inquiry helps build a vision for a better future by using questions to turn a person’s attention to their past, present and future successes. These questions generally focus on what that person enjoys about their surroundings and their current situations. Once these ideas have been identified, the individual can take these positive thoughts to turn toward the future and build a path to success. Since we learn from our past mistakes and choices, we can use questions and insights to decide what we can use to make the right choices later. The key is identifying what works for you, and how you can use this to your advantage to create a better future.

Ways to create your future today:

- Determine your goals
- Make a plan for them
- Identify how appreciative inquiry can affect these goals and plans

Estimated Time	10 minutes.
Topic Objective	Determine how appreciative inquiry can contribute to future success.
Topic Summary	Generating a Better Future Identify and recognize attributes from appreciative inquiry that can help you determine future goals and actions.
Materials Required	Worksheet 2-Creating My Better Future

Planning Checklist	None
Recommended Activity	Complete the Worksheet individually. Share your ideas with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to share their ideas.
Review Questions	How does appreciative inquiry affect our future goals?

Engaging People in Positive Thought



One of the age-old ways of determining how a person views a situation is by asking them if the glass is half full or half empty. Many pessimists will reply that the glass is half empty, while optimists will see the glass as half full. Even one pessimist in the group can hinder everyone else's positive attitude, so it is important to engage every employee in positive thinking. When everyone avoids criticism and implements the *'can do attitude'*, it not only creates a pleasant work environment for everyone, but employees begin to feel better about themselves and take pride in completing any job, with ease.

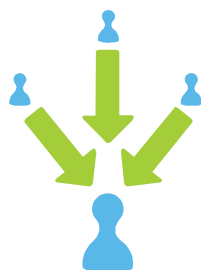
Engaging others to think positively:

- Encourage group discussions
- Invite others to share their ideas and opinions
- Encourage them to focus on the positive side of things and to avoid negative phrasings

Estimated Time	10 minutes
Topic Objective	Identify ways of engaging other people to think positively.
Topic Summary	Engaging People in Positive Thought Recognize the benefits of group positivity and identify ways of engaging people to think positive.
Materials Required	Worksheet 3-Engaging Others to Think Positively
Planning Checklist	None
Recommended Activity	Complete the Worksheet individually. Share your ideas with the rest of the

	class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to share their ideas.
Review Questions	Why is it important to help others think positively?

Change the Person, Change the Organization



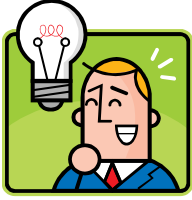
When employees take pride in themselves, they also take pride in their company. But if they have negative feelings about where they work, it can show in their productivity. When you change how a person views, or thinks about the company, and their roles in it, you change how the company is perceived as a whole. This is why it is always important to meet with employees and listen to what they have to say; value their ideas and opinions.

If the employee feels as though they are making a contribution to the company and are a part of the master plan, they will be more inclined to think positively and alter the overall view of the organization. With positive and reflective employees, the organization should then become a positive entity and provide a better environment for everyone.

Estimated Time	5 minutes
Topic Objective	Recognizing ways to make positive changes.
Topic Summary	Change the Person, Change the Organization Recognizing the effects of changing one person's point of views and how it can change the entire group.
Materials Required	Flipchart/Dry erase board, markers
Planning Checklist	None
Recommended Activity	Talk to the class about positive changes in the workplace. Ask them to remember instances where one positive change was made and how it benefited the whole company. Write their examples on the dry erase board/flip chart. Relate their experiences to how the same action can be applied to a group of employees thinking positively.
Stories to Share	Share any relevant personal stories.
Delivery Tips	Encourage everyone to participate.

Review Questions

How does one person influence other members of a group?

Practical Illustration

Alex and Marshall are doing some brainstorming on marketing ideas for a new project. They were stuck on forming new ideas, so Alex decided to use Appreciative Inquiry to see if it could help them along. He told Marshall that they are making changes for the future and wanted him to feel confident in his efforts. He asked Marshall for his opinions on the new product and what he thought about it.

Marshall was instantly intrigued and began talking more about the product and what he thought about it. He opened up with positive thoughts and soon had lots of new ideas. Alex was glad that Marshall could open up more and share his ideas because he knew it would help them do a great job for the company.

Module Two: Review Questions

- 1) What is Appreciative Inquiry?
 - a) The ability to recognize the positive side of things
 - b) The ability to ask great questions
 - c) The ability to write an apology letter
 - d) The ability to interview someone

Appreciative Inquiry is commonly defined as the ability to recognize the best in people or a situation.

- 2) How does Appreciative Inquiry benefit a business?
 - a) It makes employees feel overworked
 - b) It makes employees feel confident at work
 - c) It gives employees more vacation time
 - d) It gives employees the change for bonuses

When Appreciative Inquiry is used at work, it makes employees and other workers feel more confident about their abilities, which can increase productivity.

- 3) How does Appreciative Inquiry help build for the future?
 - a) It helps the person save money
 - b) It offers investment tips
 - c) It tells the person what they want
 - d) It helps form goals

Appreciative Inquiry focuses on building a future made of positive goals and ambitions. It uses positive questions and imagery to help the person determine what they want and make the goals to achieve it.

- 4) What is one-way Appreciative Inquiry helps to build goals?
 - a) Uses past accomplishments to help form new ones
 - b) Uses questions to find what the person wants
 - c) Encourages people to speak in groups about what they want
 - d) Allows people to keep a journal of desires

Appreciative Inquiry helps form goals by asking specific questions about what the person wants and what they want to accomplish. By knowing what the person wants, they can better determine how they can reach it.

5) What is one benefit of engaging other people to be positive?

- a) Positivity leads to business opportunities
- b) It makes other people like you
- c) Positivity leads to confidence
- d) It makes other people leave you alone

One benefit of thinking positively is that it helps the person to become more confident. When we share positivity with others, we are helping them to become more confident too.

6) What is one way to encourage positivity among other people?

- a) Have group discussions about your opinions
- b) Keep a journal
- c) Write a letter to the newspaper
- d) Join a web blog

When people get together to speak in a group, it offers a great opportunity to share ideas and opinions, which can make participants feel more positive and confident about themselves.

7) How does a positive employee affect the company?

- a) They take less vacation time
- b) They become eligible for promotions
- c) They are out sick less often
- d) They view their job more positively

When employees feel more positive about their job and job duties, they will view their job in a more positive manner, which can lead to job pride and increased productivity.

8) One way to ensure employees feel confident at work is to do what?

- a) Have a suggestion box outside of your office
- b) Speak individually with each one
- c) Ask them to email you one by one
- d) Hold a monthly group meeting for suggestions

Employees feel confident about their job when they feel as though they are being heard. Take the time to meet with each employee and listen to their want, desires, or even complaints. They will feel appreciated and build confidence in their management staff.

9) Learning about appreciative inquiry not only benefits the employee, but the _____.

- a) Entire company
- b) The community
- c) A and B
- d) None of the above

Learning about appreciative inquiry not only benefits the employee, but the entire company

10) Negative thoughts which may hinder an employee's ability to _____.

- a) Work harder
- b) Reach their goals
- c) A and B
- d) None of the above

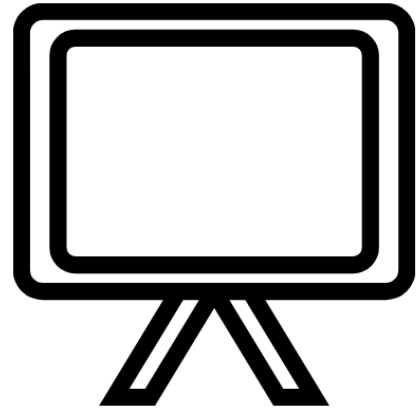
Negative thoughts which may hinder their ability to work harder and reach their own goals of greater productivity

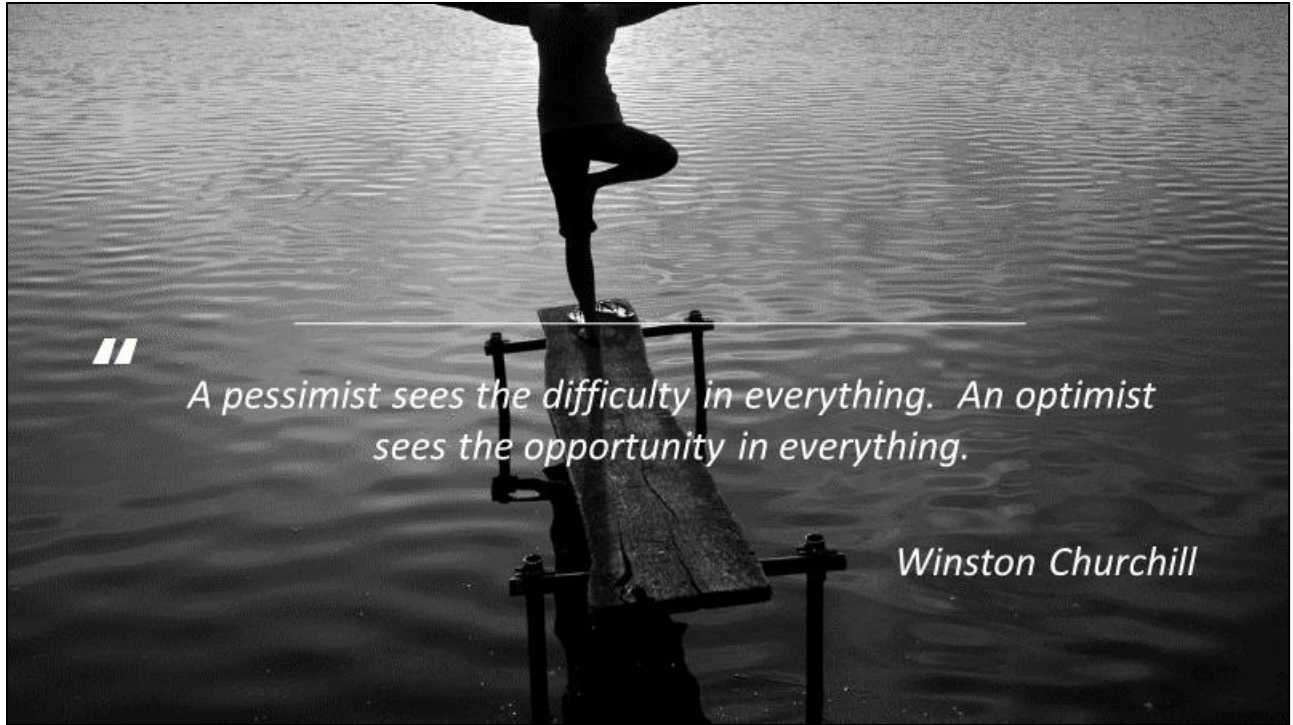
PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





MODULE TWO

Introducing Appreciative Inquiry

There are many techniques and practices that can be used to bring about positive change through appreciative inquiry that anyone can use in their lives.



What is Appreciative Inquiry?

Appreciative inquiry in the workplace encourages employees to think positively, which in turn helps them to overcome any negative thoughts which may hinder their ability to work harder and reach their own goals of greater productivity.

Generating a Better Future

- Determine your goals
- Make a plan for them
- Identify how appreciative inquiry can affect goals



Engaging People in Positive Thought

Encourage group discussions

Invite others to share their ideas and opinions

Encourage them to focus on the positive side of things and to avoid negative phrasings



Change the Person, Change the Organization

When an employee feels they are making a contribution to the company they will be more inclined to think positively.



Practical Illustration



- What is Appreciative Inquiry?
- Generating a Better Future
- Engaging People in Positive Thought
- Change the Person, Change the Organization

Module Two: Review Questions

1. What is Appreciative Inquiry?

A. The ability to recognize the positive side of things

B. The ability to ask great questions

C. The ability to write an apology letter

D. The ability to interview someone

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Appreciative Inquiry Quick Reference Sheet



Engaging People in Positive Thought

One of the age-old ways of determining how a person views a situation is asking them if the glass is half full or half empty. Many pessimists will reply that the glass is half empty while optimists will see the glass as half full. Having one pessimist in the group can hinder everyone else's positive attitude, so it is important to engage every employee in positive thinking. When everyone avoids criticism and implements the '*can do attitude*', it not only creates a pleasant work environment for everyone, but employees begin to feel better about themselves and take pride in finishing any job, with ease.

Encourage group discussions



Invite others to share their ideas and opinions



Make them focus on the positive side of things and avoid negative phrasings



Shifting from "What's Wrong?" to "What's Right?"

One of the first things that can ruin a positive attitude is looking at a situation and only noticing the negative aspects, or the "What's Wrong" side. Since the main focus of appreciative inquiry is being positive and aiming towards goals, a pessimistic attitude won't get anyone very far. When presented with a problem, take a few minutes and look at both sides of the problem. Make a mental list of everything that is positive about the situation before touching on the negative aspects. You'll find that a situation won't appear as bad as we think when we notice the positive first.

Keys to shifting our thoughts:

Avoid the "all or nothing" thinking – deciding a situation only has two sides.



Realize the difference between being right and being happy.



Avoid over-generalizing a situation – focus on details.



Framing Positive Questions

When we ask questions to an interviewee, what kind of response are we expecting? If we ask questions that seem negative or critical, we can expect that kind of answer. But by using positive language to form positive questions, we put the other person at ease, and they will feel more confident about their abilities and be able to have a better interview. Use positive experiences to help the person realize their own skills and ambitions, while at the same time determining how they would work with the team and the company.

Example questions:

- “What was the best job you’ve had?”
- “What do you value most in a job?”
- “What do you like best about yourself?”



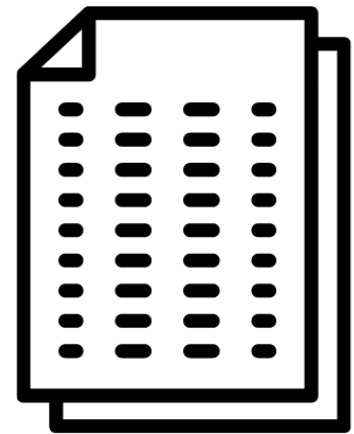
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Identifying Appreciative Inquiry

Use this worksheet to identify and outline the different aspects of appreciative inquiry. Make notes about how you can use these aspects and how they can affect your life.

What are some aspects of appreciative inquiry?

How can I incorporate appreciative inquiry in my life?

Sample Worksheet 2

Creating My Better Future

There are different ways you begin to create your better future today. Decide on a few plans that you would use and plan on how to implement them on this Worksheet.

- **Goals:** _____

- **Activities to help form these ideas:** _____

- **Ways to execute each idea into a plan:** _____

Sample Worksheet 3

Engaging Others to Think Positively

Using the spaces below, think of areas your employees could think more positively.
In the next space, list something you can do to help them accomplish that goal.

1.) _____

What can I do?

2.) _____

What can I do?

3.) _____

What can I do?

Icebreaker: Five Adjectives

PURPOSE

To help participants get to know each other.

MATERIALS REQUIRED

- 8.5 X 11 sheet of paper
- Pen

PREPARATION

None

ACTIVITY

Divide the meeting participants into groups of three or four (depending on the number of participants). Explain to the groups that each person must write down five adjectives that describe how they view themselves emotionally. Each participant will have a chance to present his / her adjectives to the group.

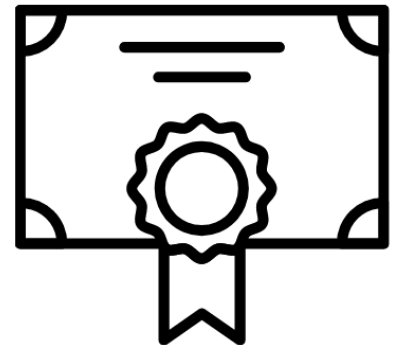
Bring the smaller groups together to form the larger group and ask three or four participants to share their adjectives. Note the similarities and differences between how the participants view themselves.

This teambuilding icebreaker takes 10 – 15 minutes, depending on the number of groups.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

*Has mastered the course
Appreciative Inquiry*

Awarded this _____ day of _____, 20____

Presenter Name and Title
