



CHANGE LEADERSHIP SUMMIT 2017

Appreciative Inquiry Exercise

Question: What we know about Change Leadership and conditions that support sustained organizational shifts?

Introduction

This is a time of momentous opportunity and change in the California Community Colleges. We have unprecedented dollars available to support our educational institutions and the unique role we play in California's economic and social welfare. As a dedicated workforce of education and public service professionals, we have both the experience and the knowledge to effectively address intractable equity and student achievement gaps that are an ongoing part of our system. Together, we must continue our leadership journey and develop out shared capacity toward transformational change.

Our time together this afternoon will focus on learning from our successes to date. Moving forward, we will use this awareness to build our collective assessment of what accounts for effective change leadership in the California Community Colleges. Locally, these conversations will enrich our leadership development efforts and our awareness of the conditions that promote long term organizational shifts.

Exercise: Inquire - Peak Experience (75 minutes)

For this exercise, we'd like you to reflect on the individual or organizational leadership qualities that help bring about impactful organizational change.

Think about a time when you were most proud of the changes happening your college or organization that positively impacted student achievement gaps and/or student equity. Think of a time you remember feeling excited and energized by what you were seeing and/or experiencing, because you could see progress being made. As you reflect on this experience, describe:

- What was the effort? What were the outcomes the effort sought to achieve? What involvement did you have?
- Who else was involved in the effort? What did they do that contributed to making progress on the outcomes? What leadership skills, knowledge or qualities did they bring to this work?
- If you had to pick one reason leadership for this effort worked, what would that be?
- What else enabled success in this effort?
- What were trade-offs faced in this effort?

Values:

- What do you value most about successful leadership to guide and facilitate change leadership?
- What do you value most about yourself as a leader who is involved with change leadership?

Three wishes:

- If you had three wishes that would facilitate more of the types of positive experiences you just described, what would they be?

Appreciative Inquiry Exercise Instructions:

1. Reflect on your own story, values, and 3 wishes. Use the worksheet on the next page (or your program) to write down some of the key points to help you tell your story to your partner (5 minutes).
2. Pair up with one person at your table that you do not know very well and share your story. As you listen to your partner's story, values, and their wishes, take notes. In a bit you will be asked to relate your partner's stories to others (15 minutes). *NOTE:* If you are at a table of 9, you will have 1 triad; select who will take notes for each other's stories)
3. Return to your tables. Each individual should tell their partner's story to the others (2 minutes per story). Then, as a group, discuss the common themes you see across people's stories, and identify the 5-7 most notable factors of leadership in the stories. Put the 5-7 themes and factors on the half sheets of paper in the middle of the table (1 theme per half sheet; use markers provided). Total time: appx 30 minutes
4. Select 1 person from the table to work with others to share themes with other tables
5. As a total group, we will briefly discuss table themes

See next page for note taking template

1. Notes on your story:

2. Notes on your values:

3. Notes on your three wishes:

1. Notes on your pair share colleague's story:

2. Notes on your pair share colleague's values:

3. Notes on your pair share colleague's three wishes:

Notes on the groups' reflections regarding common themes you see across people's stories, particularly with respect to core factors that enabled positive leadership experiences that impacted equity and student achievement.