



Utilizing Appreciative Administration Skills in Supervision and Staff Interactions

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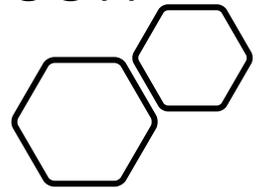


Rene Eborn



Janet Anderson

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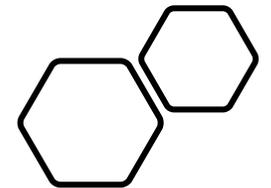




Dr. Amanda Propst-Cuevas



Dr. Jenny Bloom



Acknowledgements

**PEOPLE
BEFORE
PROCESS**

DEFINITION

Y-A APPRECIATIVE[®] ADVISING

“Appreciative Advising is the intentional collaborative practice of asking generative, open-ended questions that help students optimize their educational experiences and achieve their dreams, goals, and potentials.”

Appreciative Mindset

Looking for the best in others and in organizations instead of using our default tendency to look for the worst.

Looking for that which is generative, life giving, and positive in the world around them.

Appreciative Education

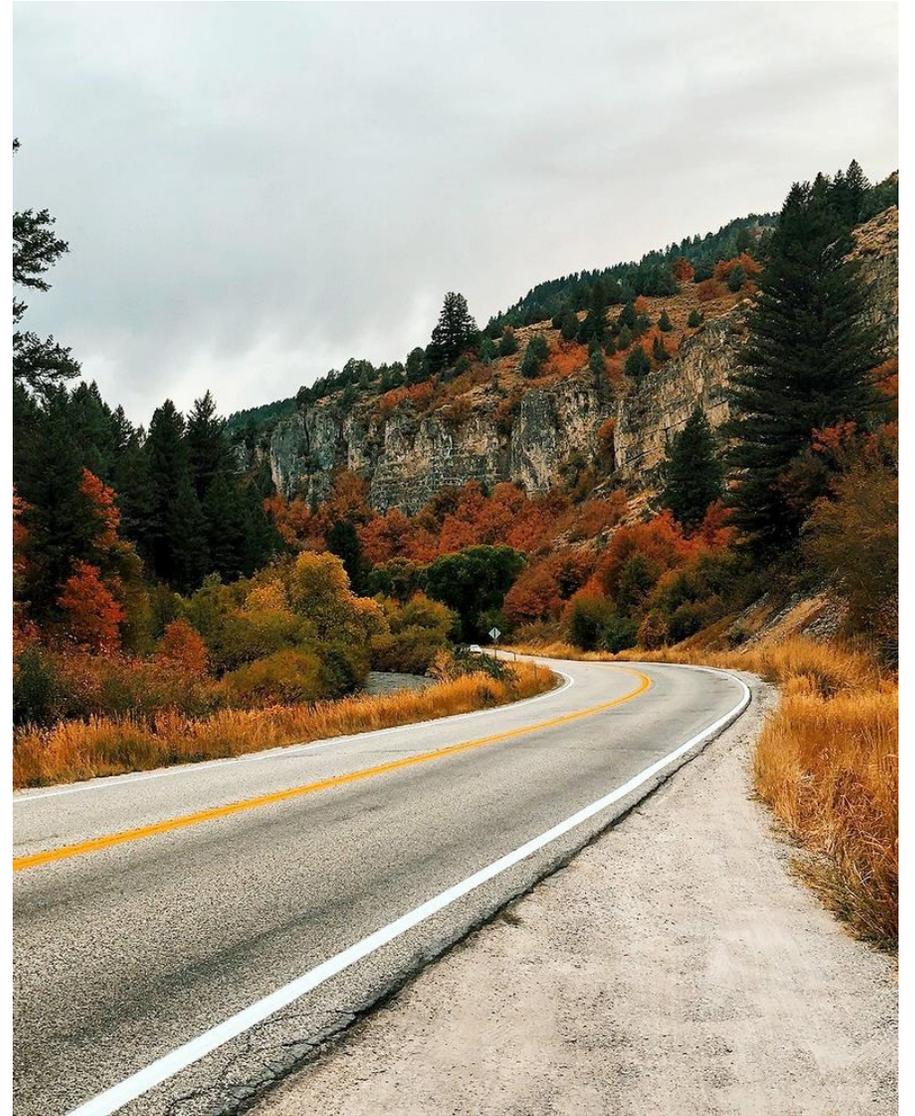
"Intentional and positive approach to bettering educational enterprises by focusing on the strengths and potential of individuals and organizations to accomplish co-created goals."

Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013). Appreciative education. *New Directions for Student Services*, 2013(143), 5–18.

How can you be more intentional about **looking for and finding** the best in your team members in a virtual environment?

Apply skills and tools in an online environment to get the most out of your team.

- Staff Meetings
- Supervision



Heroic Leadership

- How am I encouraging and empowering all team members to contribute to creating and implementing solutions to challenges facing higher education today and tomorrow?
- The answers to the complex issues facing higher education institutions lie within the employees that know best the unique challenges, resources, and opportunities inherent in each organization.

Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013). Appreciative education. *New Directions for Student Services*, 2013(143), 5–18.

Call To Action

The job of higher education administrators is to create a work environment where each employee has the opportunity and potential to build upon the best of what is already happening in the organization as a platform for unleashing the dreams, ideas, and energy needed to achieve the unique mission and goals of each institution.

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Disarm

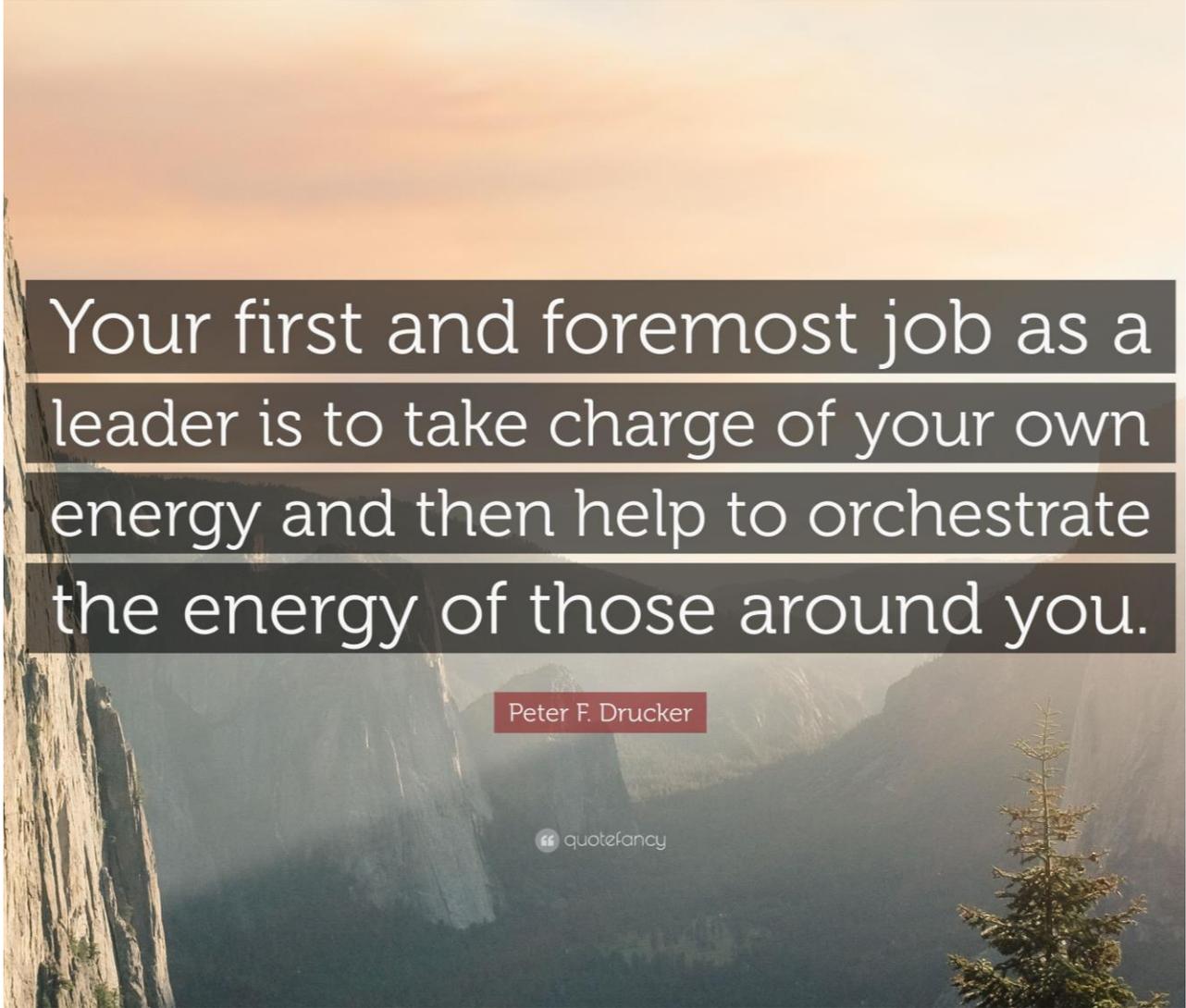
Disarm

Build trust and rapport with team members.

Disarm: Build Rapport with Employees

It starts with you. How are you managing and modeling your own:

1. Self-care and boundaries?
2. Time management?



Your first and foremost job as a leader is to take charge of your own energy and then help to orchestrate the energy of those around you.

Peter F. Drucker

quotefancy

Disarm: Build Rapport with Employees

- Adding a breathing/meditation moment to the beginning of staff meetings (Dr. Deborah Hendricks-University of Toledo, Spring 2020 Appreciative Administration Course)
- Verbalize boundaries for work/life balance. *Example: I do not initiate email conversations to my staff on weekends.*
- Keep each other accountable for self-care in informal ways. *Example: Ask what team members are doing for self-care in your messaging app (Slack, GroupMe).*

Trust



INTEGRITY



COMPETENCE



LOYALTY



OPENNESS



CONSISTENCY

Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013). Appreciative education. *New Directions for Student Services*, 2013(143), 5–18.

Disarm Practices

Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013). Appreciative education. *New Directions for Student Services*, 2013(143), 5–18.

Engaging emotional intelligence

Seeking others' ideas

Actively listening

Openly sharing information

Actively looking for ways to support and assist others

How do you
know
Disarm is
happening?

- It was inspiring;
- We needed much more time;
- We connected deeply;
- I learned what truly matters to my colleague;
- It was refreshing and mind expanding;
- It was filled with surprises;
- It was entertaining;
- It was informative;
- We shared a common dream;
- It felt safe.



Discover

Ask intentionally designed, open-ended questions to learn about employees' strengths, skills, and abilities.

Tell me about a time in the last month when you experienced positive energy as a member of our team.

- What was the situation?
- What created the positive energy?
- How did it feel to be a part of it?
- What did you learn?

Discovering Your Positive Capacity to Lead

- When have you seen me at my best as an administrator?
- What do you appreciate most about my approach to administration and leadership?
- What is the greatest strengths I bring to our team as an administrator?

Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013). Appreciative education. *New Directions for Student Services*, 2013(143), 5–18.

Understanding Strengths at Work

- Observe team members in action virtually. Pay particular attention to their strengths that help them achieve success.
- Pay attention to the projects and topics that excite team members.
- Facilitate group discussions that increase awareness of individual and group strengths and how to apply these to the work of the team.

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Dream

Dream

Inquire about employees' hopes and dreams for the future.

Dream Questions

Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013). Appreciative education. *New Directions for Student Services*, 2013(143), 5–18.

What is the ideal reality that the current environment is capable of bringing forth?

What is the ideal state we are trying to achieve?

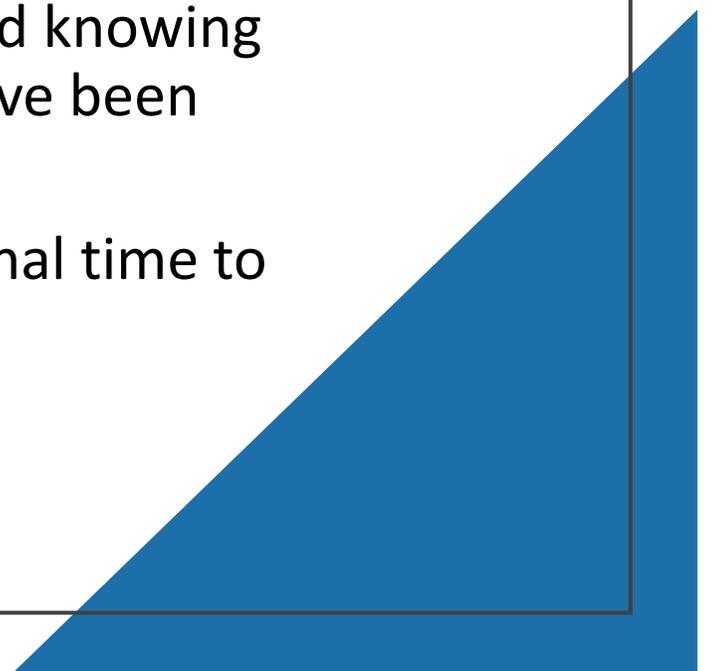
Why are we doing this?

Why does this matter?

Why do we want this dream to become a reality?

What would our remote experience look like if we were all motivated and engaged in our student success work?

- **Exceptional Partnership:** Working on meaningful initiatives in small groups
- **Recognition:** Having clear outcomes for work and knowing when expectations have been met and exceeded
- **Fun at Work:** Intentional time to connect with peers



Collective Dreams

Bloom, J. L., Hutson, B. L., He, Y., & Konkle, E. (2013).
Appreciative education. *New Directions for Student Services*, 2013(143), 5–18.

Facilitate the co-creation of shared visions of powerful future possibilities

Encourage stakeholders to develop images of probable futures based on the use of the strengths within individuals and organizations

Invite open sharing of ideas to generate a shared dream of the future

What is the ideal reality that the current environment can bring forth?

What is the ideal state we are trying to achieve?



Design

Design

Co-Create a plan for making our dreams a reality.

Design Questions

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What will we need to do more of to achieve the dream?

What would we need to do differently?

What changes to the process, relationships, structures, etc. Would really make the dream a reality?

What would we be doing more of or differently if the dream were already a reality?

How can we take
action on what
we learned in the
Discover and
Dream phases?

- Developed small networks to work on initiatives with clear outcomes and timelines
- Implemented *Breakfast with Buddies* before weekly staff meetings
- Created a People Operations committee



Deliver

Deliver

Encourage and support team members as they carry through with the plan.

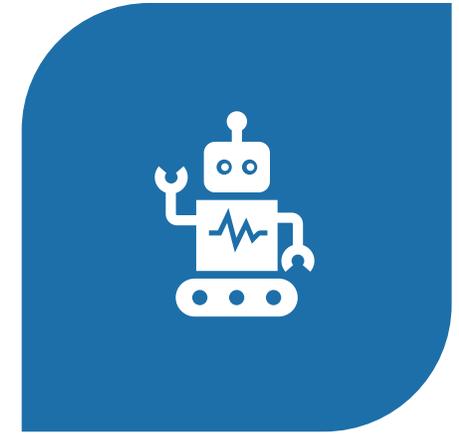
Key Deliver Components



CONNECT



COOPERATE



CO-CREATE

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Leadership in Deliver

The real challenge of leadership is keeping people's attention and efforts focused on doing those things that matter most in spite of distractions and competing priorities.

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Consider Your Support Framework

1

Bring people together regularly to discuss successes they are having and identify further changes or actions that may need to be taken to achieve the dream.

2

Look for ways to ensure people are working together to bring the dream into reality.

3

Meet regularly with individuals to provide coaching and support.

Fall 2020 Networks

Administration: Mykel Beorchia-Director of University and Exploratory Advising, Stephanie Hamblin-Associate Director of University and Exploratory Advising, Andrea Olding-Director of Advising and Student Success at Statewide Campuses, Liz Prettyman-USU Eastern Advising Supervisor, Alex Worley-Staff Assistant

General Studies Associate + Prep Academy: Liz Prettyman (lead), Jordan Pinkham, Dallin Perkes, Dan Allred, Amanda Peterson, Stephanie Hamblin, Andrea Olding

Exploratory: Annette Petersen (lead), Jana Haws, Maisie Dority, Hannah Robinson, Karla Urie, Stephanie Hamblin

Pre-Business: Stephanie Hamblin (lead), Jana Haws, Karla Urie

Bridge: Stephanie Hamblin (lead), Camille Cardon

Integrated Studies: Mykel Beorchia (lead), Camille Cardon, Rebecca Berrett, Alex Worley, Maquilla Decker, Andrea Olding

Pre-Health: Yvonne Kobe and Anya Hawke

Statewide: Andrea Olding (lead), Annette Petersen, Nancy Glomb, Liz Prettyman, Tayler Mountford, Kayleen Evans

Networks:
3-5 members
Initiative-based work
Rotating leader





Don't Settle

Don't Settle

Continue to set our own internal bars of expectations high.

Tell me about
the next
challenging
and exciting
opportunity
you have
identified.

- What is it?
- Why did you decide on it?
- What will make it challenging and exciting?
- How will you benefit?
- How will our students benefit?
- How will our team benefit?

Appreciative Staff Meetings

- Who is invited to the meeting?
- What is the purpose of the meeting? Can you describe the purpose in 5 words?
- Does the agenda reflect the needs and roles of the team members you have invited?

Simple Agenda Framework

- Who is deserving of sincere praise and recognition? (5 minutes)
- What progress has been made on assignments from last week? (20 minutes)
- What are the next steps in accomplishing our goals? Who is the Directly Responsible Individual (DRI) for each item? (20 minutes)
- What did we accomplish today? What items need to be addressed in our agenda next week? (5 minutes)

There Are Ways to Hold a Better Meeting

- How much time do you need? Shorter meetings, more frequently? Work expands to the time you schedule for it.
- Set a timer to keep yourself accountable to the set meeting length.
- Establish a Directly Responsible Individual
- Pause for a two-minute silence break

Lee, K. (2014, July 21). 9 science-backed methods for more productive meetings. Fast Company. Retrieved from https://www.fastcompany.com/3033232/the-future-of-work/9-science-backed-methods-for-more-productive-meetings?utm_content=buffer2ca5a&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer

Staff Meetings: Create an Opening Ritual

- What was the last book you read?
- What is something you accomplished this past week that you are proud of?
- When you have an hour of free time just for yourself, what would you be doing?
- What is something that energizes you?
- What's something you recently saw that made you smile?

Questions collected by Maisie Dority

The Mute Button

1

Invite everyone to unmute and share a collective round of applause to celebrate the accomplishment of a person or the group.

2

Share a shout of your school mascot. Go Aggies!

3

Ensure team members that you will help facilitate moments when two people speak at the same time.

Appreciative Supervision

- To recognize the best in your team members, you have to intentionally spend time looking for it.
- Frequent (Weekly? Every other week? Monthly?) dedicated time to meeting with direct reports. If possible, do not cancel these meetings!
- Ask what team members appreciate about working with members of the team. Thank the appreciated team member for creating positive energy on the team.

Signs of Greatness

- Everyone is having fun
- Empathy abounds
- Expectations are crystal clear to everyone
- Grace is prevalent
- Roles are clearly defined
- Everyone sees and rewards hard work
- Mentoring is more important than performance

Appreciative Administration Course

- Week 1: Appreciative Administration Overview
 - Week 2: Appreciative Onboarding
 - Week 3: Appreciative Staff Meetings
 - Week 4: Appreciative Supervision
 - Week 5: Appreciative Strategic Planning
 - Week 6: Appreciative Assessment
- 

REGISTER TODAY!

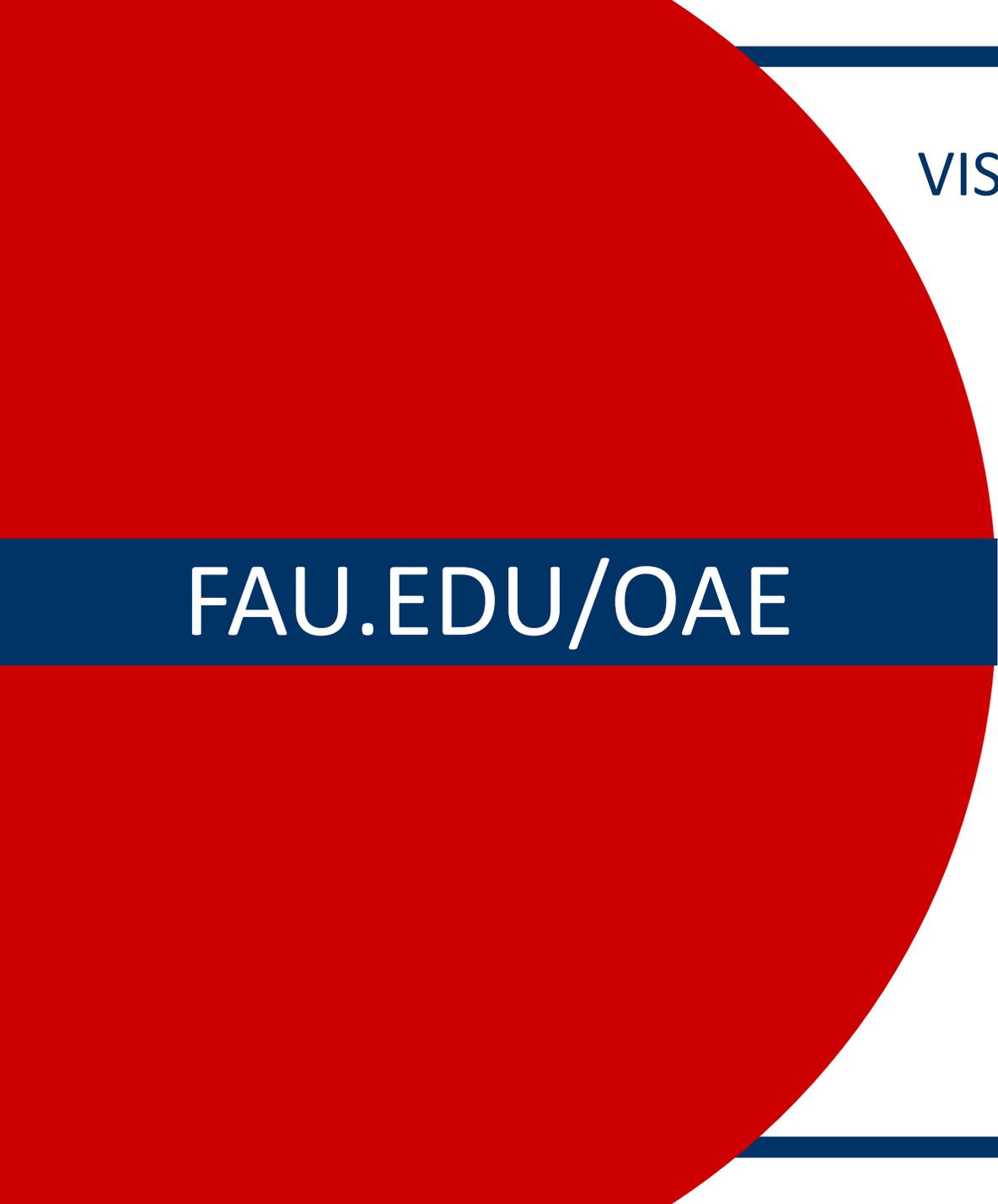
APPRECIATIVE ADMINISTRATION ONLINE COURSE

*BUILD YOUR ADMINISTRATOR SKILLS USING THE
APPRECIATIVE ADVISING THEORY-TO-PRACTICE FRAMEWORK!*

2020 Online Fall Course

Oct. 5 thru Nov. 16

Registration Deadline: Oct. 1



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- **INFORMATION** ABOUT UPCOMING WEBINARS, COURSES, & INSTITUTES
- **OPT-IN** TO OUR EMAIL LIST TO STAY CONNECTED

APPRECIATIVE ADVISING ONLINE COURSE

- In-depth exploration of the six phases of Appreciative Advising
- Learn specific skills & techniques for implementing Appreciative Advising
- 6 - week online course - Spring, Summer, & Fall

APPRECIATIVE ADMINISTRATION ONLINE COURSE

- Learn how to take an appreciative approach to leading your office
- Provides practical applications for becoming an effective Appreciative Administrator
- 6- week online course - Spring, Summer, & Fall

"Leaders should be evolving their skills sets to include appreciative skills to meet the demands of our changing times."

Tanya Thompson
Broward County Schools

"I returned to my office following the institute with a renewed and amplified sense of purpose."

AAI Participant

APPRECIATIVE ADVISING INSTITUTE

- Highly interactive four-day event held each Summer
- Intentionally designed to extend theory to practice
- Reflect on your goals & optimize your own life

APPRECIATIVE ADVISING CERTIFICATE

- Participation in the Appreciative Advising Course or Institute fulfills the educational component of certification
- Provide your students with the best possible advising experience & raise your professional stature & expectations

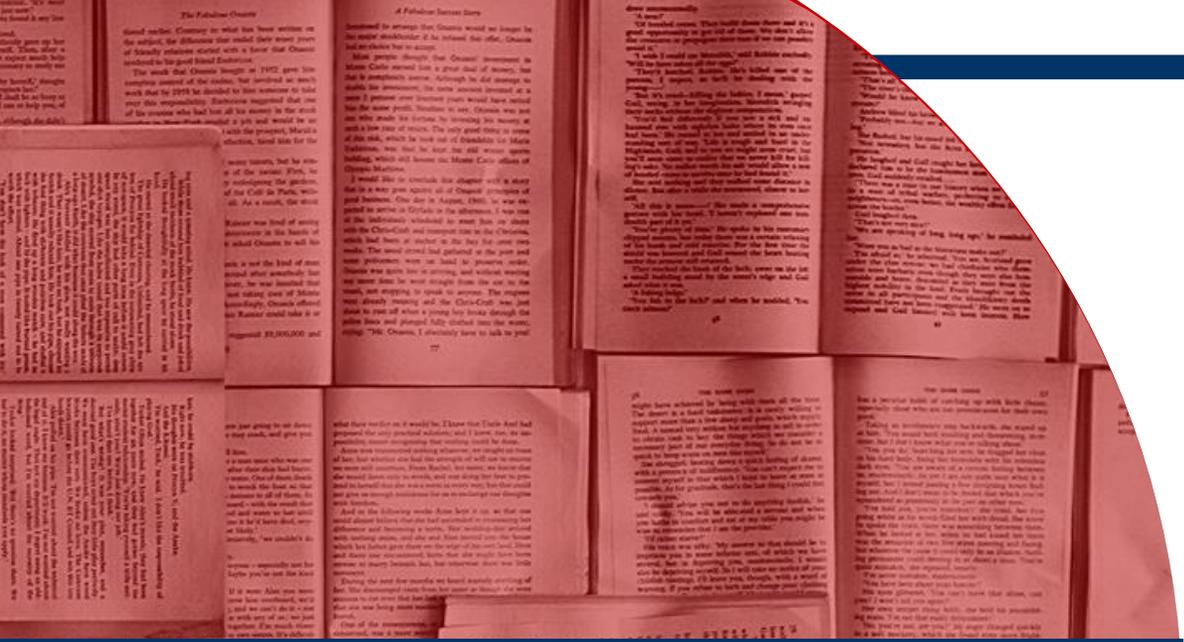
"Beyond being equipped with a solid foundation for professional behavior and excellence in our discipline, becoming a certified Appreciative Advisor places one in an amazing company of like-minded professionals who are relentless in their pursuit to make a positive impact on student, self and institution."

Angel Nevin
Florida Atlantic University

APPRECIATIVE BOOK RESOURCES

- Increasing Persistence: Research-based Strategies for College Student Success
- From Departing to Achieving: Keys to Success for International Students in U.S. Colleges and Universities
- Appreciative College Instruction: Becoming a Force for Positive Change in Student Success Courses
- The Appreciative Advising Revolution
- The Appreciative Advising Revolution Training Workbook: Translating Theory to Practice





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