

*Jemstone Consultancy Business Psychology: Adding value to business through the application of psychology: consultancy, facilitation, management development, coaching: 020 8293 0017*

## Appreciative Inquiry: The answer to change resistance?

60% of BRP change initiatives that fail, fail because of employee resistance. Contributing factors are identified as lack of executive consensus, lack of senior champion, unrealistic expectations and late staff involvement. Can AI bypass resistance problems? Head argues, from experience, that it can because:

- By working from past experiences it removes the fear of the 'unknown': **there is no unknown**
- It builds on past peak experiences, reducing risk: **we know we can do this**
- Because people know they can do what is required (they've done it before) there is less fear of failure: **we know this is successful behaviour**
- By removing problem talk (and blame attribution) and using positive, peak talk (and possibility identification) it increases people's **willingness to contribute**
- It builds motivation, seeking to establish **peak experiences as the norm**
- It works at an individual level: from the off **people can see what is in it for me**
- It is not revolutionary change, rather its goal is to take its current system to its **greatest known potential**

What to know more about Appreciative Inquiry?

CIPD workshops: Introduction to Appreciative Inquiry 14.5.03/11.9.03

Book recommended below, available from Amazon

Try this website <http://www.gervasebushe.com>

*From: Head T.C(2001)Appreciative Inquiry: Debunking the myth behind resistance to change in Cooperrider et al (eds) (2001) Appreciative Inquiry: An emerging direction for organizational direction. Stipes .Illinois USA*

## Want to build up your business? Interested in formal networking?

For service businesses networking is probably the most effective marketing process. Jemstone Consultancy is a founder member of the **Regent Street Business Referral Exchange**. BRE takes the randomness out of networking. To find out more:

Please come to our **Launch event** 7.30 to 9.30 a.m. at the Langham Hilton Hotel on 21.2.03. Contact Jemstone Consultancy for an invitation.

Visit the BRE website: [www.brenet.co.uk](http://www.brenet.co.uk)

Benefit from our membership!

In the group we are building quality relationships with people supplying solutions to corporate banking, personal finance, legal and property, web design, business growth, printing and marketing problems. **If you would like to be put in touch with someone who might be able to help you in these areas, please contact us**

## Jemstone Consultancy

8 Bellot Gardens  
Greenwich London SE10  
0AL

PHONE:  
020 8293 0017

FAX:  
020 8293 0017

E-MAIL:  
[sarahlewis@jemstone  
consultancy.co.uk](mailto:sarahlewis@jemstoneconsultancy.co.uk)

WEBSITE  
[www.jemstone  
consultancy.co.uk](http://www.jemstoneconsultancy.co.uk)

## *If I'm off work, does it mean I'm ill? Not necessarily!*

Minor illness is given as the reason for employee absence in 80% of cases. The suggestion being that such absences are involuntary. Recent research presented at the BPS Division of Occupational Psychology Conference suggests otherwise

Two stage employee absence process

80% of the time we get up and go to work without really thinking about it

However a **trigger event**: bad night, oversleep, transport problems etc. interrupts default mode of work attendance, and we have to think about it

Then we have to **decide whether to go in**, and that decision is influenced by a number of factors e.g. how would going to work make me feel? What will happen in my absence? How do my colleagues behave in these situations? Am I capable of doing the work? How am I feeling towards the organisation?

So, **implications for managers**

The more attractive the prospect of work is, the more likely that in marginal situations your people will choose to come in!

*From: Owens and Briner (2003) Understanding employee absence. Book of proceedings Occupational Psychology Conference. BPS. ISBN 1 85433 370 4*

## *Jemstone Consultancy update*

**New enhanced website! [www.jemstoneconsultancy.co.uk](http://www.jemstoneconsultancy.co.uk)**

Visit our website for more information on the ways of thinking that underpin our way of working.

Further opportunities to hear about **Jemstone's approach to organizational development**

Working with stories in organisations. London (day) 30 Sept. BPS

Appreciative inquiry. London (eve) 25 June. ABP

Introduction to appreciative inquiry. London (day) 14 May or 11 Sept. CIPD

For more information contact ourselves or the organisations direct.

### **Academic Credentials**

Once again Sarah Lewis has been invited to be a Teaching Fellow at Birkbeck College London and will be supporting post graduate students in their development of knowledge and understanding of training and development in organisations

## **A Jemstone Service: Team Development**

Working together to achieve effective and sustainable team development

Useful in situations of:

- Uncertainty
- Change
- Challenge
- Growth
- Problems
- Stuckness

**Need some team building help? Contact us 020 8293 0017**

