

Dear Webster Little Rock Area Team,

Thank you for allowing me to facilitate an Ai Team-Building session for your team. It is exhilarating for me to see teams working together and have those “a-ha” moments. As you learned, The Appreciative Inquiry I recommended for you was a 4-D process in a mini-summit format in order for you to get the maximum impact in a short period of time. Each team will have a different 4-D experience. In your case your 4-D experience went something like this:



DISCOVERY - First of all we conducted a team-oriented Myers-Briggs session to give the team a chance to see an overall personality preferences of your team. It was important for you to see the distribution of functional pairs to have an idea about communication and interaction. I was excited because your team had a nice distribution of STs and NTs. Based on that information I felt like the Discovery and Dream phases of your interactions would be highly interactive and informative. The 9 of

you broke off into 3 groups of three and interviewed each other for 10-20 minutes.

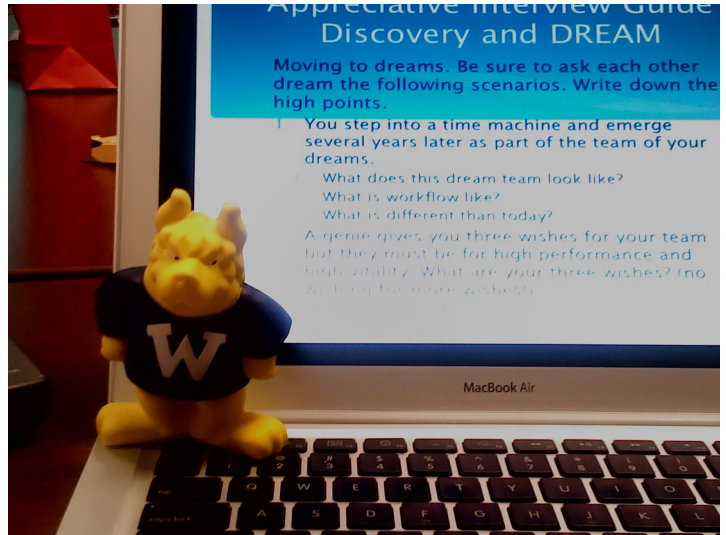
Your Interview Guide for the second part of the Discovery phase looked something like this:

- When you joined the team, what excited you?
- Describe peak experiences of the team. What made you feel alive?
- How did your strengths bring out the strengths of others?
- What do you value most about your team?
- What do you value about yourself?
- What do you value about Webster?

The key themes and values about “the BEST of what is” for your team emerged as follows:

- Student growth
- Students can come in and leave with a degree
- Value fellow staff and appreciate the way we need the group to function
- Individually know who we are so we function better as a group
- Recognize difference Webster brings to Higher Education
- Open leadership and communication
- Enthusiasm

- Devotion and service to students
- Instructor experience and instructor-student experience
- Positive attitude
- Follow through to graduation.
- Involved in Higher Ed.
- Grow into a team with great potential
- Very involved staff
- Meet goals and numbers
- Know students on a personal level
- Seeing students first realize they can be successful
- Enthusiasm and high energy
- Passion for Webster students
- Don't want students to fall through the cracks
- Comfortable with team loyalty, knowing they have your back
- Team is diverse which makes things less boring
- Positive environments
- Comfortable around team



You primarily said you want more valuing of fellow staff, open leadership, heavy involvement between staff and students, maintain the passion for the students, and maintaining a positive environment. Satisfied with these Discoveries, we moved to the Dream Phase.

DREAM - The interview guide for the Dream phase was as follows:

- I. You step into a time machine and emerge several years later as part of the team of your dreams.

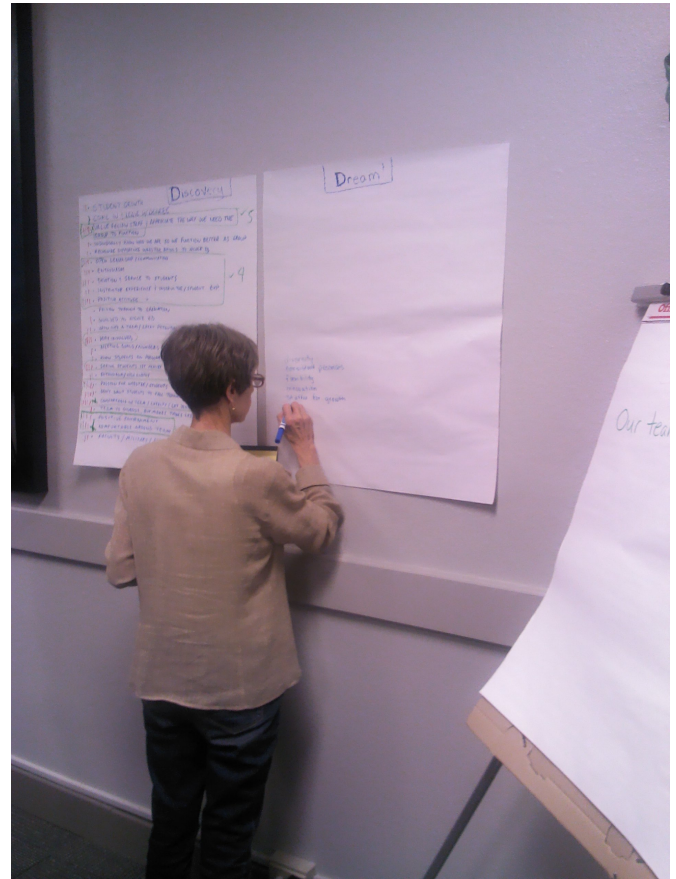


- A. What does this dream team look like?
- B. What is workflow like?
- C. What different than today?
- II. A genie gives you three wishes for your team but they must be for high performance and high vitality. What are your three wishes? (no wishing for more wishes!)

The information you derived from this phase of the inquiry produced the following themes about “the BEST of what could be” for the team. In other words your team of the future would have these qualities:

- Unity community mindset
- Streamlined processes
- Optimistic team-members
- Mutual respect
- High performance
- Campus Visibility among Webster campuses and Little Rock higher ed institutions
- Positive rewards for performance
- Systematic Cross training
- Diversity
- Consistent processes
- Flexibility
- Innovation
- Staffed for growth and moving forward.

Overall, you wanted to see more of those Dreams come alive in the next few years. Next you were asked to generate your Provocative Statement to bridge “the BEST of what is” with the “the BEST of what could be”. I felt like your statement emerged naturally from your Discovery and Dream phases. That statement is as follows:



“The Little Rock Area Team IS:

Positive
 Passionate
 Involved
 Student Centered

and we WILL Grow and be a Visible Force in the Community by

Producing Successful Students!”

THIS IS A FANTASTIC STATEMENT! Because it flows from all the hard work you did. The Design phase was no exception.

DESIGN- Your Design emerged from your discussion as follows:

Your future team will have to:

- (1) Be fully staffed for growth
- (2) Incorporate cross -training



- (3) Raise expectations across the board from students to staff
- (4) Instill good data practices in all we do
- (5) Concentrate on continuous improvement
- (6) Increase student numbers
- (7) Develop and strengthen partnerships

Which led us immediately to the Destiny phase where you decided how to implement and achieve your Design.

DESTINY-What will we do to implement and sustain our

goals?

- (1) Take one step at a time.
- (2) Begin unified campus meetings
- (3) Focus on the items that need monitoring for continuous improvement. In other words, what are the details here.
- (4) Embrace the culture of assessment for both students and staff.
- (5) Assessment of our provocative statement. ARE WE LIVING THIS?
- (6) Take our MBTI data and make sure we understand our preferences
- (7) Timely feedback

I think you had a very good session. Again, this is not a one-time magic bullet that solves all the problems overnight. You will have to work on your design and destiny phases to make sure you are living your provocative statement. Now the work begins, but you have a very successful, positive framework from which to be the team you want to be.

Thank you so much for letting me be involved. I hope to hear about your progress. If you have any questions, please let me know. I am also available to coach on your individual MBTI scores at no cost. I appreciate it.

Sincerely,
Tim Atkinson

