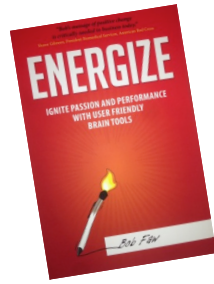


Positive Change Approaches



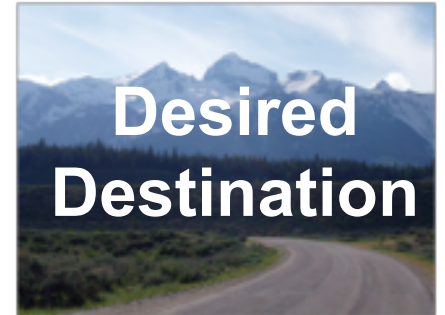
ignite. involve. inspire



matchbox
group

Positive Change Road Trip

Strengths



Momentum

Strategic Plan

Skills
Development

Vision

Appreciative Inquiry

Positive Psychology

Best DNA

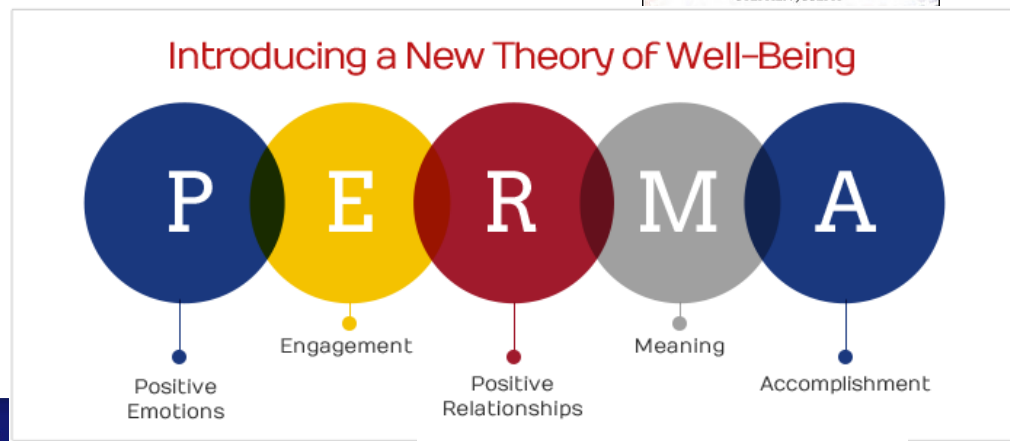
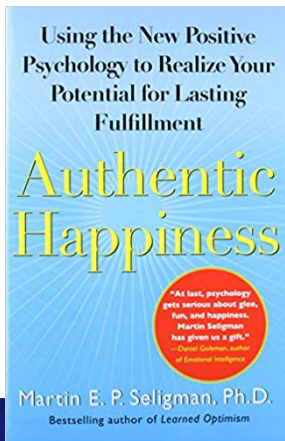
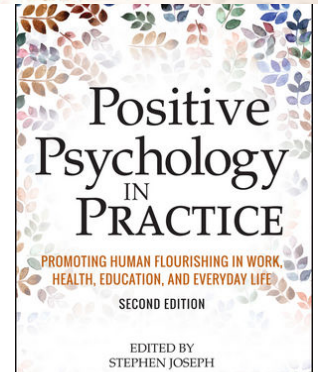
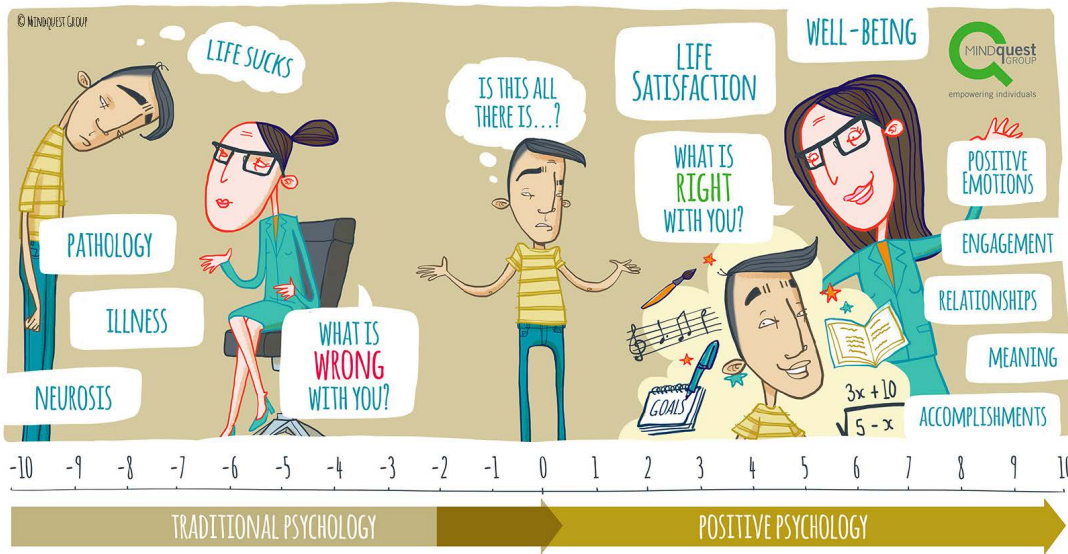
Solution Focus

Strengths

Energize

Fine-tune
Systems





FOUNDATIONS OF POSITIVE PSYCHOLOGY

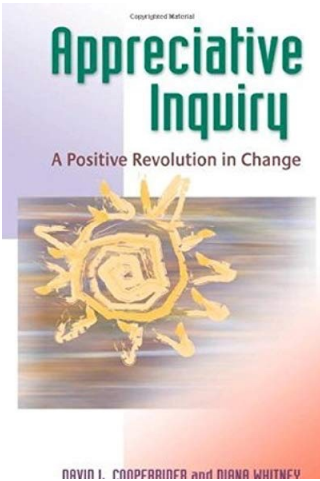
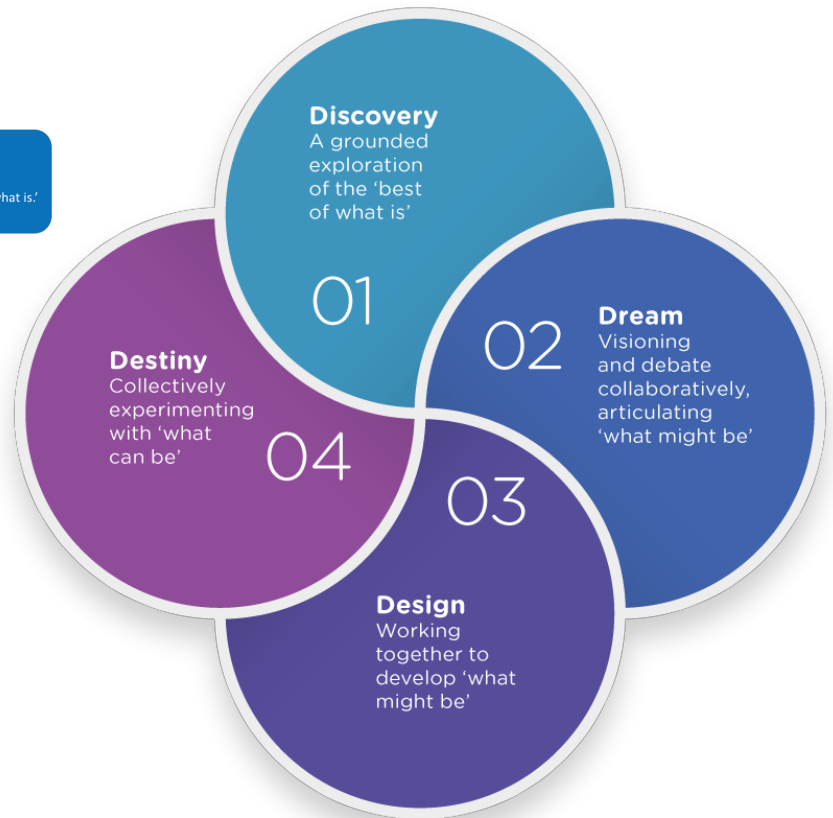
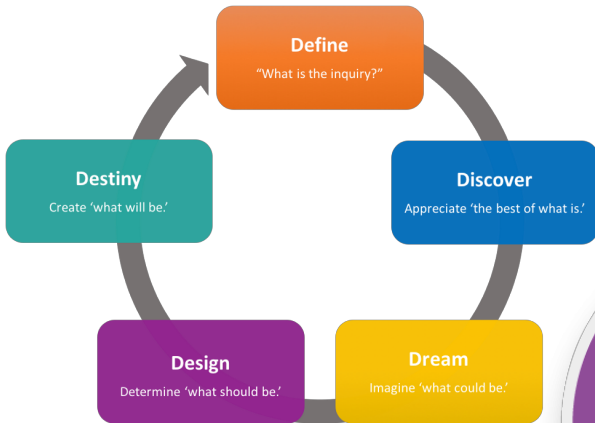
A Coursera Certificate-Granting Specialization (Five Courses)

Positive Psychology: Martin E.P. Seligman's Visionary Science <small>Martin E.P. Seligman, Ph.D.</small>	Positive Psychology: Applications & Interventions <small>James Pawelski, Ph.D.</small>	Positive Psychology: Character, Grit & Research Methods <small>Angela Duckworth, Ph.D. Claire Robertson-Kraft, Ph.D.</small>	Positive Psychology: Resilience Skills <small>Karen Reivich, Ph.D.</small>	Positive Psychology Specialization Project: Design Your Life for Well-being <small>Martin E.P. Seligman, Ph.D.</small>
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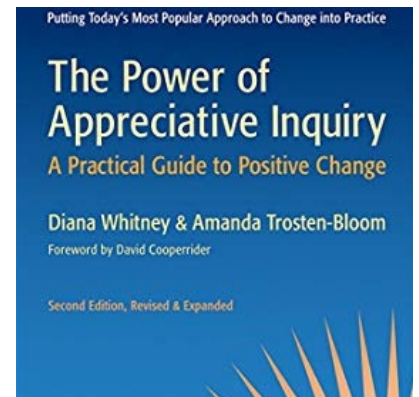
www.coursera.org/specializations/positive-psychology-foundations



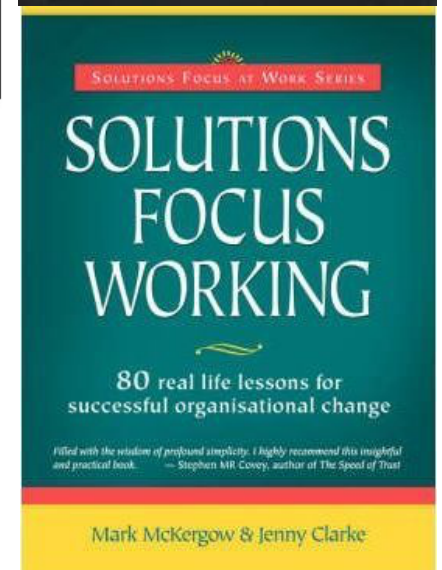
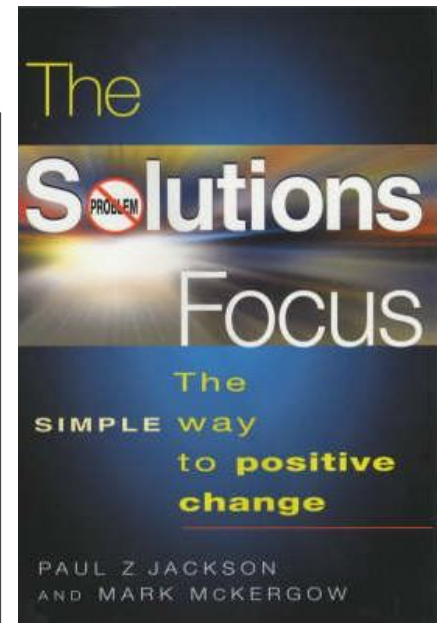
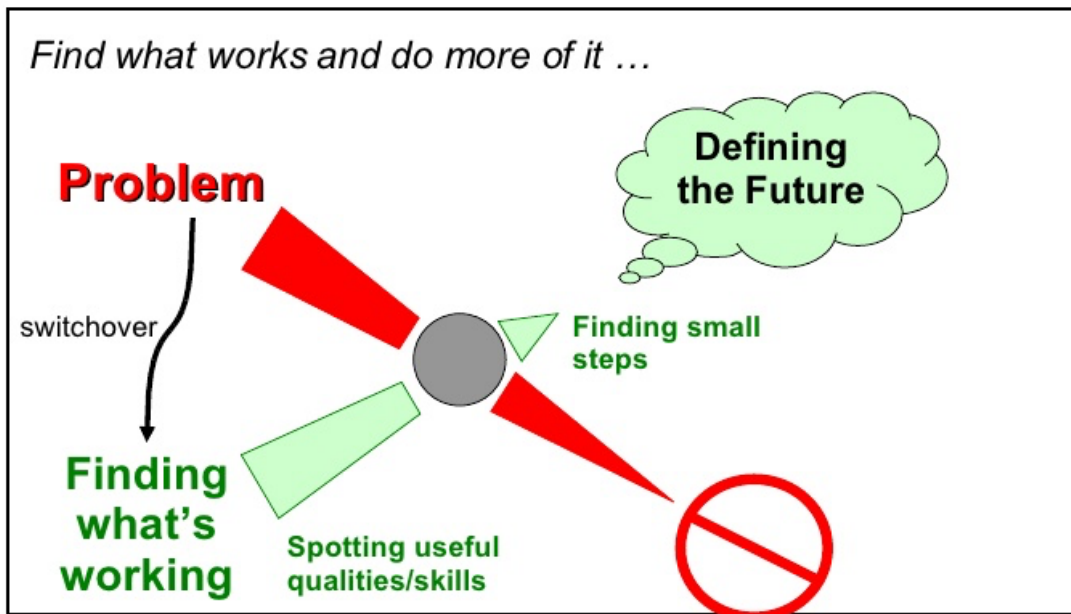
Appreciative Inquiry- 5-D Cycle



DAVID L. COOPERRIDER CENTER FOR
Appreciative Inquiry
CHAMPLAIN COLLEGE | STILLER SCHOOL OF BUSINESS



Solutions Focus Strategy Model



Key Concepts

- Positive Orientation
 - Optimistic approach
 - People are resilient, resourceful, competent
 - Build on strengths and past successes
- Focus on Solutions, Not Problems
 - Little interest on presenting problem or past issues
 - Clients choose goals they wish to accomplish
 - Little attention is paid to the exploration of the problem
- Look for What is Working
 - Instances of successes
 - Creating situations through narratives to

Page 3



DON CLIFTON

Father of Strengths Psychology and
Inventor of the Clifton StrengthsFinder

STRENGTHS BASED LEADERSHIP

GREAT LEADERS, TEAMS, AND WHY PEOPLE FOLLOW

FROM GALLUP

TOM RATH

**StandOut
2.0** ASSESS YOUR STRENGTHS.
FIND YOUR EDGE.
WIN AT WORK.

**MARCUS
BUCKINGHAM**
NEW YORK TIMES BESTSELLING AUTHOR

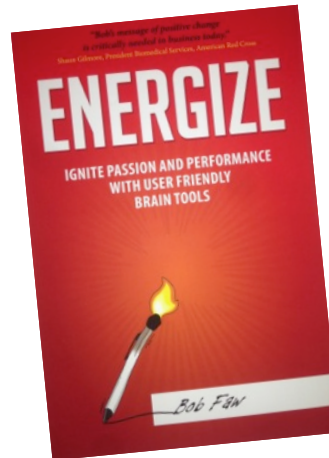
FROM THE COAUTHOR OF THE NATIONAL BESTSELLER
FIRST, BREAK ALL THE RULES COMES...

NOW, DISCOVER YOUR STRENGTHS

The revolutionary program that shows you how
to develop your unique talents and strengths
—and those of the people you manage. Based
on the Gallup study of over two million people

**MARCUS BUCKINGHAM &
DONALD O. CLIFTON, Ph.D.**





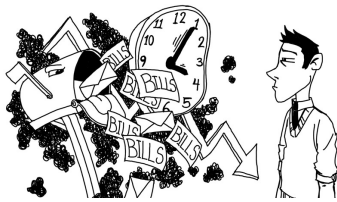
What are the benefits?

1. Broader motivation
2. More buy in & engagement
3. Better quality answers—creativity
4. Minimize the blame game
5. Build momentum
6. Sharing best practices

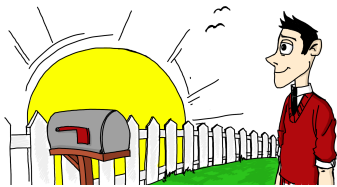
What are the downsides?

1. Some people oversimplify and create a "cult of positivity"
2. Ai can ignore problems if not done well
3. Not always relevant for mechanical or technical challenges
4. Skeptics can be resistant

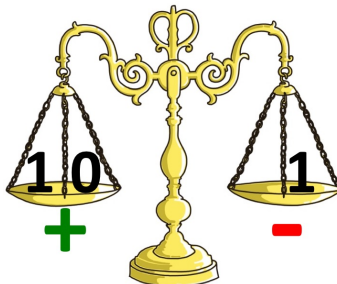
What does the brain science have to say about motivation? It turns out, quite a lot! Here are a few nuggets translated into simple concepts and user-friendly brain tools to help you energize yourself and others.



Negativity Bias¹⁹: We all have an survival mechanism of seeing danger and negativity more than it actually exists. We generally remember negatives more than we remember positives. This survival circuitry is exceptionally quick to detect dangers, even in situations where what we see as a danger may actually be a positive to us. Social scientists call this tendency the “negativity bias.” It keeps us alive, but it often causes us problems as well, especially when we build “defensive” walls between us and those we are need to succeed and be happy.



Rebalancing¹⁹: However, blaming and focusing purely on negativity does not create solutions. It does not inspire people to go above and beyond. To be highly successful in the complex lives we live today, we need to rebalance ourselves by focusing far more on positives than negatives. This primes us for better brain chemistry.



Research²²: Using a “Capture Lab,” researchers saw a strong correlation between positive language and performance. Low performing teams communicated one positive for every three negatives – 1:3; Medium teams averaged 2:1; High performing teams ranged from 6:1 to 11:1. However, too much positive, 12:1 or more, “calcifies a team,” making necessary change and adaptation difficult.

10:1 Ratio¹⁹: Bob Faw suggests aiming to average 10:1 ratio of positive to negatives in your relationships. This is not a rule, but a goal to average out at. This is not an easy thing to do. It helps to develop the habit of saying authentic positive things in normal conversations. Keep in mind, that you don’t want to overdo it. We still need to face the hard truths around 10% of the time. Discuss negatives just as much as you need to galvanize action, but no more. Overuse of negatives can lead to defiance (fight), avoidance (flight) and apathy (freeze).

Examples of productive positives: Positive goals; What’s working towards your common goals; Creative ideas; Recognition of past successes; Sincere praise (empty flattery backfires).

Examples of productive negatives: Learning from failures; Major threats; Problems to avoid; Challenges that need contingency planning; Repeated mistakes that are not getting fixed; Tough facts about competition, challenges, etc.; Helpful feedback for growth.

Extra: Sustainable marriages²⁴: apparently we need at least five times as many positive emotions regarding our partners as negative—5:1 when talking about a conflict.

Chameleon Effect One of the amazing things that research is uncovering is how incredibly suggestible people are. In the book, *Sway: The Irresistible Pull of Irrational Behavior*, Rom Brafman and Ori Brafman coin the term, “chameleon effect.” It describes our tendency as human beings to adapt our behaviors to others’ expectations—especially those who have power over us. We particularly tend to adapt to bosses’ and teachers’ expectations. Their expectations powerfully influence our inner movies, and therefore our motivation and performance. Also, powerful influences like these become part of our inner autobiographies over the long haul as we eventually believe that they must be right. We, of course, are constantly having a chameleon effect on others all the time as well.

Here’s how it works: We form certain expectations of people or events, and we communicate those expectations with various cues, including word choice, tone of voice, speaking volume, facial expressions, body language and the amount of attention we pay to something. People tend to adjust their behaviors to match these cues. This is especially true for those who depend on us. They may even adjust their self-concepts!



Chameleon Experiment

Dov Eden, a management professor at Tel Aviv University, decided to put this to the test. He chose to use one of the most rigorous real-world environments for his research: an Israeli Army officer-training program. He set out to test what impact the chameleon effect (what he called the “self-fulfilling prophecy” dynamic) has on a leader’s ability to increase performance. He defines self-fulfilling prophecy as “the process through which the expectation that an event will occur increases its likelihood of occurrence. Expecting something to happen, we act in ways that make it more likely to occur. (Note the misnomer; the prophecy does not fulfill itself. Rather, it is the prophet who, due to his expectations, acts unwittingly to bring about the expected event. This makes it appear to be self-fulfilling.)”

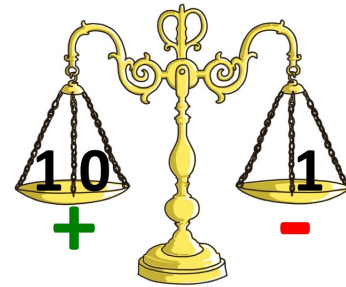
Professor Eden wisely guessed that “the leadership expectation effect” would activate a positive self-fulfilling prophecy in the officers in training. In this case, the leaders were four experienced training officers. He randomly designated each trainee as having high, regular, or unknown scores in “command potential.” However, the training officers were told that the scores were accurate. They were also told that the scores generally have a 95 percent impact on the trainee’s final course grade. Professor Eden’s researchers did nothing else, except to tell the trainers to memorize the names and scores for each trainee.

The results were staggering. Those who had been randomly given the “high” scores benefited in attitude and performance. Their test scores averaged 22 percent higher than the “regular” scoring trainees. They expressed more favorable feedback on the training and in the desire for more training. The trainers had subconsciously ignited the highly-rated trainees’ passion and performance through an unconscious belief that the trainees were superior. In Eden’s own words:

Raising manager expectations improves leadership which, in turn, promotes subordinate performance. The prophecy is not mysteriously self-fulfilling. Rather, manager expectations work their “magic” on subordinates by inducing managers to provide better leadership to subordinates of whom they expect good performance. “Knowing” that in-group workers are most competent, the manager treats them as such and unwittingly fulfills his prophecy. At the same time, regarding out-group personnel as inferior, the manager expects little of them, (mis)leads them accordingly, and depresses their performance.

Feedforward – A tool for positive development

One way to help get a higher ratio of positive to negative is to be generous with authentic positive feedback. Another one is to offer feedforward (ideas for future success) more than negative feedback on past failures. Of course, there are times when a failure needs to be bluntly and directly addressed, particularly when there is a real danger or a potential huge loss. However, much of the time getting right to the point of how to do things well in the future is more effective.



Feedback is a gift when it is essential to growth. It's very powerful to discuss what made past ventures successful ("positive" feedback). There are also times to speak the hard truths ("negative" feedback).

Giving Feedback: We recommend balancing over time each piece of "negative" feedback with at least nine pieces of positive feedback or positive feedforward ideas for the future. This keeps a process moving forward. Too much negative can get a process stuck in the blame game, defensiveness and even damaged relationships.

Feedback Tips: The most effective feedback describes the **Goals** for the situation, the **Results** of what happened, and the **Actions (or lack of action)** that we think led to those results. Results can include gains, losses, feelings, and other impact. We recommend thinking clearly about feedback before giving it. Then ensuring the receiver is ready to receive the feedback. And giving it in a concise manner, with specific examples to make it usable. Finally, move the topic to What Else can be done to move the process forward.

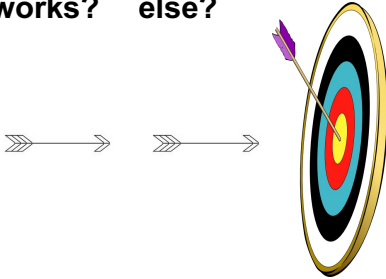
Receiving Feedback: It is sometimes very helpful to know how our actions are affecting others, and the results that we seek. To gain the most from feedback, ask people what their desired results were. Ask them what actions helped towards those results. Then ask them what actions might have gotten in the way of those desired results. Ask for specific examples of these actions, and what actions might have worked in their mind. End by clarifying, with a concise summary to ensure you understand, and that they feel heard.



Feedforward¹: Feedforward is giving ideas for future success. The purpose of "feedforward" is to provide you with ideas for the future and to help you achieve positive change in behaviors and processes. Instead of rehashing a past that cannot be changed, "feedforward" focuses on creating a more successful future. This also creates the most helpful "inner movies" about what to do. Feedforward incurs less resistance than feedback, because it's actionable, and less likely to be seen as an insult.

Top athletes are often trained using techniques like this. Basketball players are taught to envision the ball going in the hoop and to imagine the perfect shot. By giving you ideas on how you can be even more successful, this method can increase your chances of achieving success in the future.

2. What works? 3. What else? 1. Goal?



Positive Change Questions streamline processes, calm cavemen, and energize artists and convince thinkers in positive ways. The questions are:

1. What is the positive goal? What are the benefits from reaching that goal?
2. What works (strengths, resources, practices, etc.)?
3. What else might we try that builds on what works to reach our goal?

The sequence is vital; it maximizes the positive impact on motivation; and it primes you for success. It also activates brain chemistry that enhances creativity and confidence.

The Power of Positive Change Questions

These three questions quickly create positive direction, momentum and creativity. In our experience, answering these questions solves around 90 percent of challenges more simply and effectively than with problem-oriented approaches. Thinking of the answers to these questions primes brain chemistry that helps people be more relaxed and creative. This positive mental state saves time and emotional energy that might otherwise have been spent on blaming, defensiveness, avoidance or other negative reactions. Negative reactions activate counter-productive brain chemistry, limiting creativity, and causing more rigid thinking.

Each question has specific benefits for the people answering them:

Goals? This question reaches to the root of what drives people to excellence: goals. Yet it is part of being human to be regularly distracted from our goals. The demands of the day, the stressors of the moment, and the frustrations caused by problems and challenges all divert our attention elsewhere. Answering this question helps to refocus on the point of why you're doing what you're doing.

What works? This question helps build upon momentum that already exists by first asking about past successes. Confidence is built by focusing on capabilities, attitudes, tools, and resources you already have. This question also helps remind you of what has been successful, when those successes might have otherwise gone unnoticed and unappreciated. It also facilitates the sharing of important best practices.

After you've answered this question, consider what is currently working or has worked for others in similar situations. This broadens your focus by learning building on best practices.

What else? We find that this question is helpful when used after the "What works?" discussion. Usually, people want to talk about "gaps to deal with," "problems to solve," or "what we're not doing well." Sometimes this helps, but often these areas of focus tend to create defensiveness, frustration and blame. These negative emotional reactions kick in cortisol, a brain chemical that causes thinking to become more rigid and limited. That's why I suggest asking "What else?" instead of "What gaps?"

A large, light blue DNA double helix is shown against a darker blue background. A magnifying glass is positioned over the center of the helix, focusing on a specific section. The words "Strengths" and "Core Self" are written across the magnified area. The handle of the magnifying glass is labeled "Value Added".

Core Purpose
what you feel you exist to do

Value Added
Contribute to others

Passionate Strengths
Do well and enjoy it

Core Principles
behaviors that guide how you live your life

Created by Bob Faw,
Matchbox Group

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**BEST
DNA
ASSESSMENT**

Multiply Your Passion & Performance with Purpose!

Discover the best of who you are, and become even more valuable to others. This assessment has a 360 element you can also take advantage of to gain other's input.

Directions:

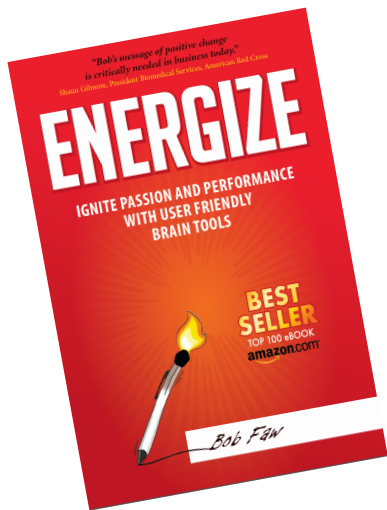
1. Set aside 90 minutes of quiet reflection time (make it happen!) with minimal interruptions.
2. Go to BestDNA.com. Use coupon code "ATDBoston".
3. Apply lessons to live life more fully, enjoyably and successfully.

A Matchbox Group product.

*Valid until April 30, 2019

Matchboxgroup.com

Receive Bob's almost monthly Tips emails.



For videos & blog about Positive Change ideas, etc., visit:



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