# Recipes

# Example 1: Working with a positive attitude

# Why/when needed

## Why

The *appreciative* mode of inquiry uses the organisation's potential strengths by looking at an organisation's experience and its potential; the objective is to elucidate the assets and personal motivations that are its strengths.

Instead of asking ‘What’s the problem?’, some methods couch the question in terms of challenges: ‘What’s working well?’, ‘What’s good about what you are currently doing?’

AI teaches us that when we start with a positive approach, we will get better and more creative solutions.

## When to use

* Realizing vague aspirations
* Success expansion
* Breakthrough innovation

## When not to use

* Detailed technical problem solving
* Need for a burning platform

## Time needed

N/A

## The recipe itself – example situations

An important takeaway here is that the inquiry part is key to success: participants need to share from their own experiences.

**Start of any meeting or workshop**

* Every participant shares a positive experience about Pearl (or the topic of the meeting). Begin with the more extravert team members to get the activity started.
* You can write the positive experience on a Post-It and stick it to the wall (see picture above for the result).
* Time needed: 10 minutes should be enough. Limit to one positive experience.

**Voice of the Customer**

* Evaluate what went well. Build on strengths so weaknesses become irrelevant. For instance, within OBR an After Action Review was performed based on the question: ‘What made this pre-study a more than average success experience and what actions can we take to repeat it?’
* Next to an ex-post evaluation of your services, ask your customer what he thinks a great service would look like and strive towards that vision by formulating an action within your team.

**Create a performance culture**

* Learn from green KPIs and integrate the success factors in your standard way of working.
* Instead of trying to minimise current bad practices (incidents, errors, etc.) by using deficit-based KPIs, state your positive ambitions as a team, set a target and jointly work towards that ideal future. Use Voice of Team (VOT) to get engagement on the floor.

**Short Interval Controls**

* Share best practices and success stories. Share them not only in your own team, but also across entities. Don’t be modest, be proud!

**Process improvements**

* Pro-actively look for improvement, based on innovative ideas and opportunities.
* Use an alternative version of the Root Cause Analysis problem solving template with a ‘wishbone’ (asking ‘How?’) instead of a fishbone (‘Why?’).
* Create engagement from all stakeholders: Cross department workshops or improving end-to-end flows is often delicate, because of the feeling/perception of blaming others.   
  Focusing on the goal you want to reach instead of the problem you want to overcome can be more generative and create more goodwill from all parties involved.   
  Letting go of the past and looking at the future can also create a new range of ideas and solutions.

**Management by Walking Around**

* Management visits to the work floor nowadays are already appreciative (go see, ask why, show respect) and try to capture the good practices of the Pearlway of working, but are not always sufficiently aimed at capturing and spreading good business practices throughout the work floor. So don’t only ask ‘Why?’ something went wrong, but also ‘How?’ something went perfectly.

## Tips

* Practice makes perfect: try to integrate the positive AI approach in your meetings, workshops, lessons, presentations, etc.
* If you use AI as an introduction: keep it short (max 10 minutes). It is not the goal of the exercise.
* Spread the message!

## More information

* Search Google and Connections for “Appreciative Inquiry” or “AI”.
* AI movie: http://www.youtube.com/watch?v=ZwGNZ63hj5k

## I need more help

The Appreciative Inquiry technique is supported by ORG.

Check with the Pearl ambassador of your directorate who can support you

# Example 2: Breaking the borders with cross-silo working

## Why/When needed

While we are aware of the existence of external clients (the end customer), we also often have internal clients, which could be another department. Each directorate and department has its own vision, mission and strategy, each one focusing on different aspects. This recipe will help you cross the borders of the various departments and work towards the common goals of our company. Putting own department goals ahead of the company’s is a typical symptom of silo thinking. Departments are typically structures established for HR purposes, but not necessarily attuned to the customer.

To work in a more PEARL-oriented way, we need to find the synergy and enhance interaction between the internal structures.

How do you know when you can improve on this?

* You have the feeling you’re fixing the wrong parts of the bike: there is no point replacing the old tyres with new ones when the chain is still broken.
* Departments are optimising their part of the process, but the same bottlenecks remain in other parts. There’s no overall benefit of these sub-optimisations.

## Time needed

See recipe.

## The recipe itself

Team building (N/A)

1. Build mixed teams and put them physically together.
2. Create communities across teams. Instead of creating a community for your department, create a community from the perspective of your customer. For example, instead of creating communities for each ICT department, create a community for insurance claims and include team members from ICT and Business.
3. Reward people for process performance, not entity performance.
4. Get to know your colleagues: ask them to give a demonstration to your team of how they work.
5. Let your colleagues get to know you and your job: give a demonstration of how you work.
6. Create purpose by defining a common goal from a customer point of view. This goal does not have to be at department level.

Processes (depending on the size of the process, 2 to 4 hours)

1. Identify the main processes in your organisation.
2. Involve the process owner to contact all parties involved.
3. Host a workshop and invite a representative for each part.
4. Map the processes in your organisation one at a time, but don’t stop at department borders. Start with the customer and end with the customer. Assign an owner for each step.
5. Critique the process. What is going well? What could be better? Where are the bottlenecks?
6. Use the feedback to optimise the process.
7. Set targets at process or customer level, not at department level, to overcome putting local priorities first.
8. Actually walk the process step by step to see:
   * Are we aligned? Do we have the same goals?
   * Are there still bottlenecks?
   * What do the people who do the day-to-day work experience?

## Tips

* Share information and best practices across the teams, not only in your department.
* Let your colleagues get to know you: visit on a regular base the huddles of other teams in the chain.
* For Belgium: use PLATO (working locally or from home) as an opportunity to sit/work together.
* Get to really know each other. Who’s behind those e-mails, calls, requests, etc?
* Celebrate success together.

## More information

Read (the management summary of) *The wisdom of crowds*. For a more technical read, we recommend (the management summary of ) *(re)Discovering value* and a search in Google for ’value stream mapping’.

For Belgium: take the ’Praktijkoefening Efficiënt Werken‘ (601) training course in Open Learning (evening classes in Dutch).

## Stories

* Our colleagues at IIT broke HR departmental structures and created virtual groups which focus on client work spots.
* Our colleagues at KBC Insurance reworked and optimised the ’renewal‘ process across different departments.

## I need more help

Our colleagues at ORG have experience in this area and would be happy to help you.

# Example 3: Building a Pearl team

## Why / When needed

Business success is not the accumulation of individual successes, but depends on the achievements of teams. Due to the complexity of our business environments and customer needs, individuals cannot give satisfactory answers to the problems we face on a daily basis. Only effective teams can contribute to fulfilling their organisation's mission. We therefore need to create teams which embrace diversity as an asset for achieving better results.

## The recipe

Although there is no magic formula for building a perfect and high-performing team, there are team dynamics, i.e. unseen forces operating within teams that get results. So don't expect a recipe, but rather a philosophy for creating an environment that enables teams to meet extraordinary goals by getting ordinary people together.

Trust is the first essential ingredient. In fact, it is a kind of self-raising flour, that makes it easy to foster further processes.

## Ingredients

The following ingredients are needed in the Pearl kitchen:

* **TRUST**. The common feeling that all team members have only good intentions. The empowerment to bring in talent and expertise.
* **PRODUCTIVE CONFLICTS**. The readiness to express views that differ from others. The responsiveness to share other points of view.
* **COMMITMENT**. The ability to adapt to common goals.
* **ACCOUNTABILITY**. The willingness to assume shared responsibility for the results of the team. The responsiveness to take action if necessary.
* **TEAM RESULTS**. The focus on working in a performance culture, where results matter.

Do the assessment and find out at what stage you need to add more spices: "[Build a Pearl team - assessment](https://internal.kbc-group.com/documents/10181/287515/Build+a+Pearl+team+-+assessment+tool/3426b81c-3680-4b24-a778-9c7e31b710db)"

What spices do you need? Some handy tips for each stage below.

## How to achieve this state of mind within a team

• First: Trust your people and pay genuine attention

* Become really acquainted with each other.
* Become genuine: communicate transparently about your intentions, each others' values and the motivation behind some points of view.
* Learn from failures.
* Show your vulnerability: admit failure and dare to ask for help.

• Second: Encourage people to get improvement out of the wisdom of the crowd

* Have productive conflicts to find better solutions, to be innovative and to grow.
* Encourage people to think outside the box.
* Consider disagreement as an opportunity to explore and look for a more powerful solution.
* Be grateful for team members who dare to disagree.
* Compose a diversity of talents and expertise in your team. Different generations, genders, MBTI profiles, qualifications, skills and experiences etc are an advantage.

• Third: Be aware that your team will become committed

* List to team members to give them a feeling of part of the mission, the vision and the way to get there.
* They will therefore loyally commit, even if the decision does not match their point of view.
* Encourage the silent to express their opinions and ask them specifically and empathically for their commitment.

• Fourth: Support proactivity, feedback, engagement and responsiveness

* Commitment is the key to taking responsibility.
* They will take action if something goes wrong, get feedback, and take the helm.
* They will solve problems individually and take individual action to keep up the pace and get the job done.
* People won't hesitate to approach each other and to take action in order to keep on track.
* When feedback is honest and open, it will be appreciated and taken into account.

• Fifth: Focus on team results

* Accountability will lead to focusing on results, performance and added value.
* Every single team member will be keen to achieve the team's goals.
* Bring the team's results to the attention of the team, the board, the entire organisation and celebrate.
* Your highest priority is the contribution of the team.

## Tips

1. Pursue diversity in your team.
2. Adjust personal profiles to the need of the tasks to be done.
3. Communicate transparently in all circumstances.
4. Don't get personal in conflicts.
5. Keep in touch and be alert to what is happening within the group.
6. Give your team the opportunity to grow. Don't be afraid of the different stages of teambuilding. You need forming, storming and norming before you can reach the performing stage.
7. Stop keeping up appearances.
8. Communicate on the basis of equality.
9. Believe in the best intentions of people.
10. Show you're proud of the team.

## More information

* Patrick Lencioni - [The five dysfunctions of a team](http://www.youtube.com/watch?v=6dRKa700RaQ)
* Meredith Belbin - [Team roles at work](http://www.youtube.com/watch?v=OLIAPLOeF5c)
* Bruce Wayne Tuckman - [Developmental Sequence in Small Groups](http://www.youtube.com/watch?v=eZUj0ZKWeoY)

## I need more help

Several teams in the organisation have taken initiatives with a coach to increase the group feeling.  
Check with the Pearl ambassador of your directorate who can support you.