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Module 7

Asking the Right Questions

Goals for this Module

Participants will be able to:

- – Describe a program's logic – how the world should work

- – Integrate strategic thinking to adapt logic model to real world assumptions and factors

- – Use techniques to infuse innovative thinking and imagination in program planning
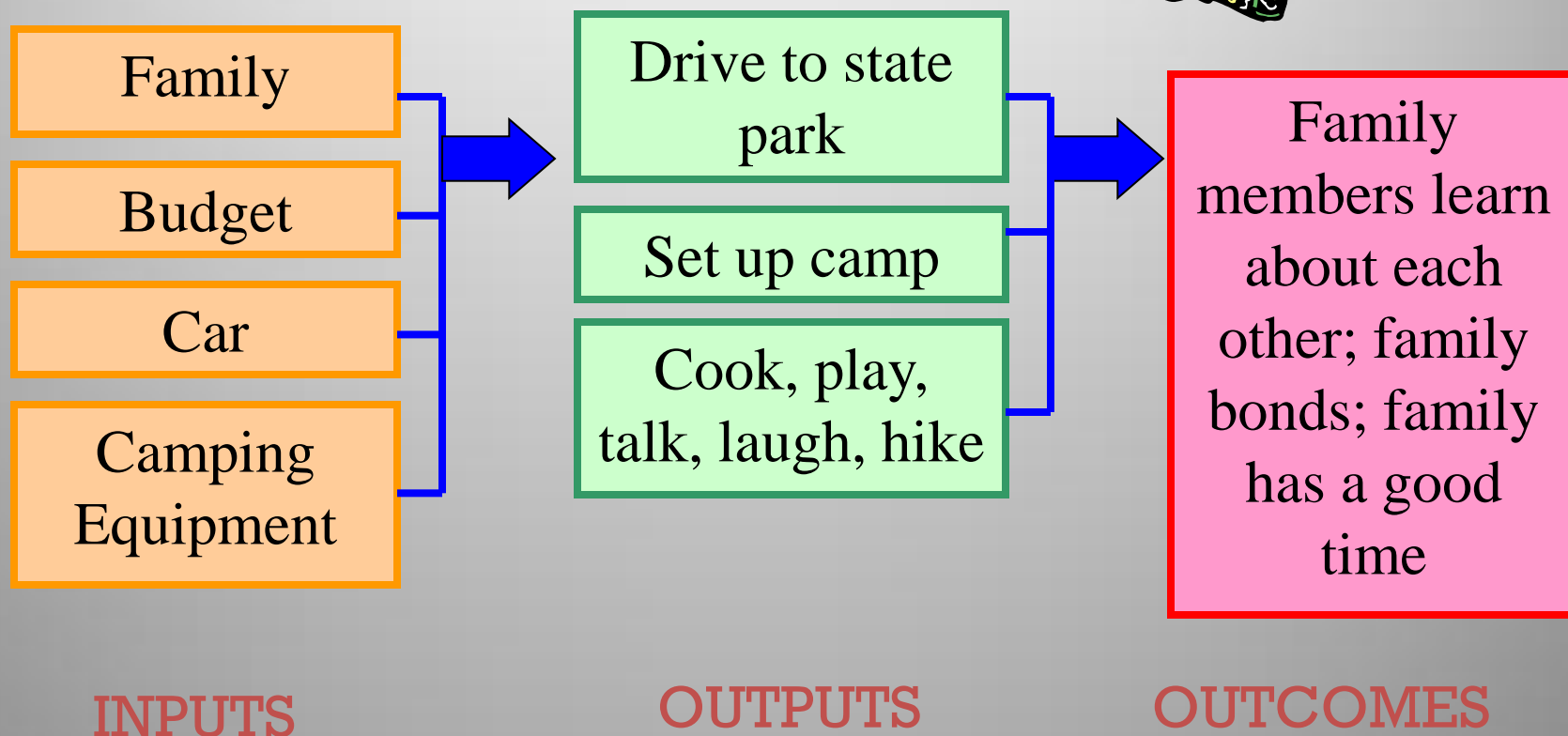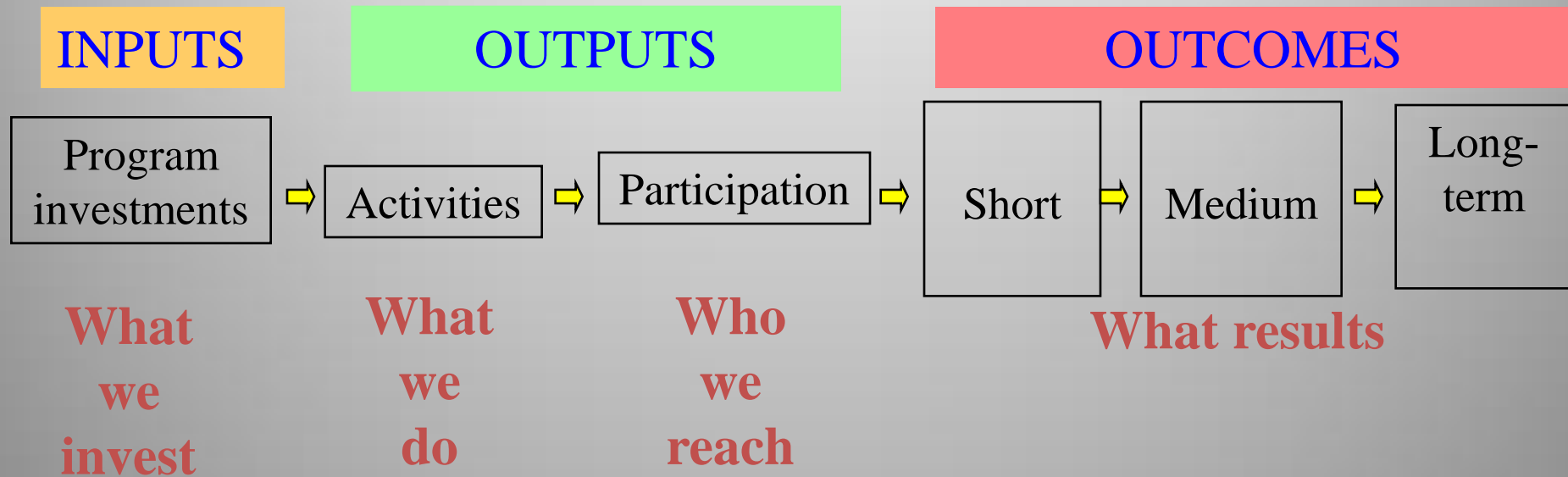
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Logic Models (LM)

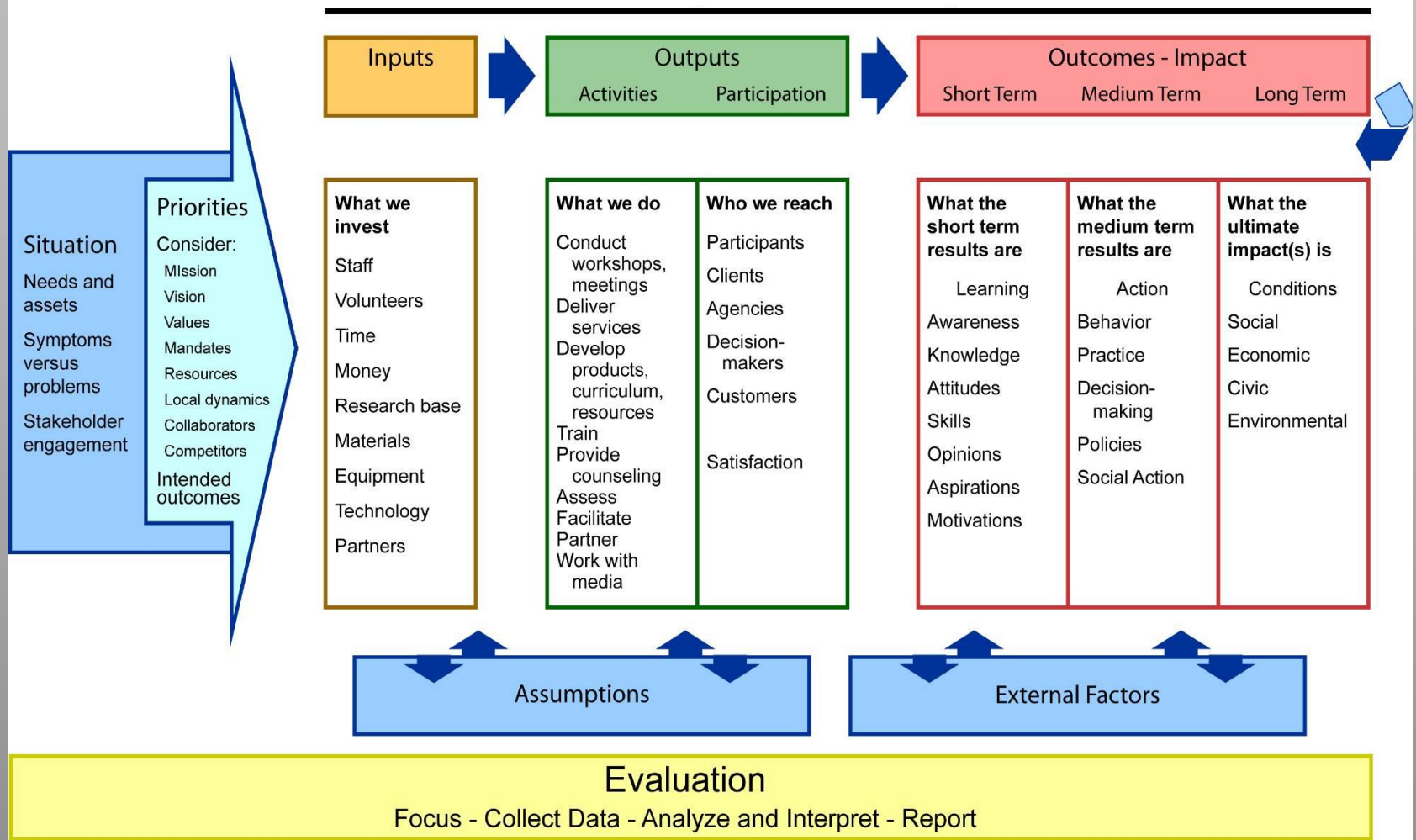A logical picture of what the program is doing and what it expects as a result

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Every Day Logic Model – Family Vacation

INPUTS	OUTPUTS	OUTCOMES
Family	Drive to state park	Family members learn about each other; family bonds; family has a good time
Budget	Set up camp	
Car	Cook, play, talk, laugh, hike	
Camping Equipment		

INPUTS

OUTPUTS

OUTCOMES

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Logical **Chain of Connections** Showing What the Program is to Accomplish

INPUTS	OUTPUTS		OUTCOMES		
Program investments	Activities	Participation	Short	Medium	Long-term

What we invest **What we do** **Who we reach** **What results**

Fully Detailed Logic Model

University of Wisconsin-Extension, Program Dev. & Eval.

LM Benefits: What we are Finding:

- Provides a common language
- Helps us differentiate between "what we do" and "results" --- **outcomes**
- Increases understanding about program
- Guides and helps focus work
- Leads to improved planning and management
- Increases intentionality and purpose
- Provides coherence across complex tasks, and diverse environments

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LM Benefits (Cont'd)

- Enhances teamwork
- Guides prioritization and allocation of resources
- Motivates staff
- Helps to identify important variables to measure; use evaluation resources wisely
- Increases resources, opportunities, recognition
- Supports replication
- Often is required!

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Reflection

- BUT, the question that keeps coming to mind is, as we do program planning, HOW do we make sure we are being innovative, strategic and the BEST we can be organizationally?

- What are some things that will help make this happen?

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Models Versus Techniques

Often Strategic Planning is more Planning than Strategic!

So we use techniques to infuse innovative thinking and imagination. One technique is:

Appreciative Inquiry

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Principles from Appreciative Inquiry

- We understand the world by the questions we ask

- Change is happening

- Be intentional to imagine what you want

- Expect what you want to create

- The positive possibility is more powerful for real change

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Positive is Powerful

- Placebo affect
- Pygmalion effect
- Organizational inner dialogue
- Positive thinking expands innovative thought
- Curiosity

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Asking the Right Questions

- Human systems move in the direction of what they most frequently and persistently ask questions about.

  What you study, GROWS

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Omni Hotel

- http://www.youtube.com/watch?v=ZwGNZ63hj5k&feature=related

The Art of the Question in Leadership and Change

- What's the biggest problem here?
- Why do the same problems keep recurring?
- What can we fix easily?
- What can we do better next time?

- What possibilities exist that we have not yet considered?
- What's the smallest change that could make the biggest impact?
- What would create a win win?

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Leading Rapid, Positive Change in Organizations (Bushe, 2007, p. 7)

- Make sure everyone KNOWS where they/we want to go

- All levels don't need permission to act

- There should be willingness to and support for taking voluntary, visible action

- Leaders track innovation and progress and fan flames of innovation and initiative

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Generative Questions

Eliciting Conversations that Challenge the Status Quo
(Bushe, 2007, pg 4)

- Novelty & Surprise

- Reality Reframed

- Building Relationships

- Heart & Spirit Engaged

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Evaluation

What are the key points of this module?

- What did you find most useful?
- What can we improve upon?
- Other items you want us to cover?

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Curriculum Modules

Module 1: Foundations for Transforming Board Practice
Module 2: Legal and Recruitment Issues
Module 3: Governance and Board Structure
Module 4: Enhancing Board Engagement
Module 5: Constructive Conflict
Module 6: Tools for Strategic Thinking
Module 7: Asking the Right Questions
Module 8: Board Meeting Communication

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Curriculum Modules

PDF copies of the curriculum modules are

available for viewing on the

NC Thrive portal:

http://communitydevelopment.ces.ncsu.

edu/local-government-nonprofits/

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