



CDC PREVENTION RESEARCH CENTERS'
**PARTNERSHIP
TRUST TOOL**

Before reviewing this facilitated discussion guide, please be sure to read the “For Facilitators” section of the

***CDC Prevention Research Centers’
Partnership Trust Tool Users Manual.***

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CDC PREVENTION RESEARCH CENTERS' PARTNERSHIP TRUST TOOL

Prevention Research Centers' Partnership Trust Tool: Appreciative Inquiry Facilitated Discussion Guide

Preparation (2 Hours), Discussion with Breaks (5 Hours)

Introduction

(15 minutes)

Welcome. My name is _____, I work for a company called _____, and my role as a facilitator is to work with your Prevention Research Center (PRC) to identify strengths of your partnership around trust and to help you think about ways to build upon those strengths. Before we begin, let's take an opportunity to introduce ourselves—you may know each other, and I would like to get to know you. [Conduct an icebreaker]

Can I get two volunteers to take notes of today's discussion? You can share your notes with those not here and use them as a reminder for later follow-up.

I would like to take a minute and describe the process that has prompted our discussion here today. Your peers—PRC community, academic, and health department representatives—previously identified trust as a motivating condition for developing and maintaining partnerships among community, academic, and health department partners. Partner relations are crucial to the success of PRC activities and affect the communities in which research occurs. In response to that interest in trust and recognition of its importance, the Centers for Disease Control and Prevention (CDC) supported a study to learn about partners' experiences with and opinions about trust in their relationships. The study used focus groups with health department, community, and academic representatives from the PRCs to identify which factors are important to consider when trying to build or maintain trust among PRC partners. Using those results and information from a literature review on trust, the survey you recently completed and the discussion format we are going to use today were developed and pilot tested. The survey helps partnerships identify areas that are working well for building trust and areas that may be more of a challenge. Today, based on the results of the survey you and your peers completed, we will discuss both successes related to trust and opportunities where your PRC relationships may be strengthened.

To Do:

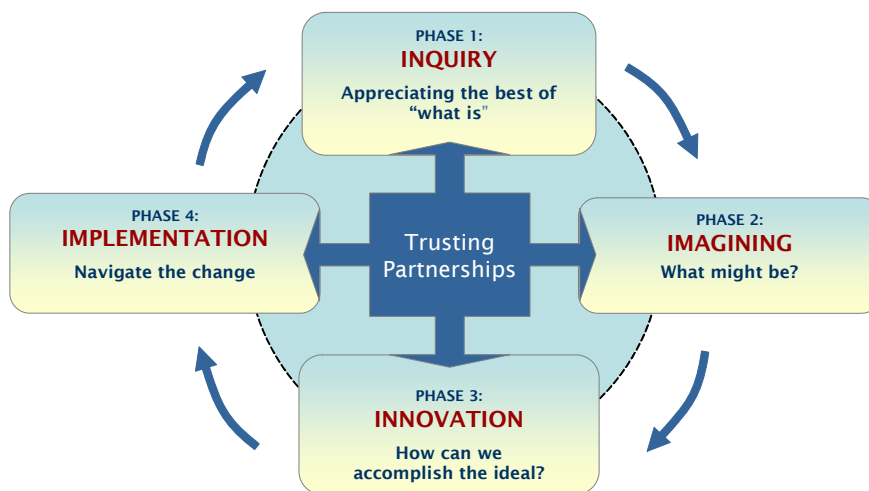
- Ensure the selected room is comfortable and that community, academic, and other partners are mixed around the room. Have people write on name tents the name they wish to be called during the discussion.
- Conduct an icebreaker (e.g., "State your name, your role, how long you've been involved with the PRC, and describe a positive experience you have had in the past week").
- Paraphrase as needed to encourage a casual, sharing atmosphere.



In the next couple of hours we are going to discuss areas that you and your partners have identified as most important for building and maintaining trust in your partnership. These will be areas in which your partnership excels and areas where your partners would like to see the partnership strengthened or maintained. You also will hear what trust means to your partners in terms of the expectations they have for the way you engage in the PRC partnership. During the course of the day, the discussion may go beyond the topic of trust to address ways to improve the work of the PRC as a whole. As you'll see from the survey responses, your interpretation of trust and its components are closely tied to the way you work together.

We will use an approach known as “appreciative inquiry” today. Appreciative inquiry is a strategy for purposeful change that identifies the best of “what is” to pursue possibilities of “what could be.” It is a cooperative search for the strengths, passions, and what might be termed “life-giving forces” found within every system, for those factors that hold the potential for inspired, positive change.¹

There are four phases to appreciative inquiry:



To DO:

- Distribute copies of the appreciative inquiry diagram to participants.

The first phase, *Inquiry*, involves storytelling about peak experiences within a group and the community in which it exists. Through an analysis of their stories, people identify their strengths and the conditions that existed when past achievements occurred. They then enter the *Imagining* phase in which they challenge themselves to imagine a future in which their group functions at its absolute peak, achieving their goals and contributing to the development of their larger community. In the *Innovation* phase they form specific action plans to reinforce their strengths and achieve their imagined goals. With a better understanding of their strengths and core values, a clear vision of the future they desire, and specific strategies about how they will

¹ <http://www.iisd.org/ai>



get there, they move on to the final phase, **Implementation**, in which they implement their action plans. Implementation is a rather concrete phase that is similar to strategic planning. It can involve changing the way work is carried out in your partnerships. You will need to decide before we begin the implementation phase how far you are willing to take the process today. We may end at recommendations for people to discuss with committee members in the near future, or we actually may be able to designate action steps and assign individuals to them. You may also feel that the appropriate people are here to make changes to the partnership bylaws or operating procedures. We'll consider all of these possibilities later in our discussion.

I'd like to note that, since the model is a cycle rather than a linear process, a new round of inquiry, imagining, innovation, and implementation can happen at any point in the cycle.²

I will guide you through each phase and, hopefully, we will emerge with a plan to optimize the functioning of your PRC.

Before we begin, I would like to propose some guiding principles for today's discussion.

1. Respect each other's opinions.
2. Speak one at a time.
3. Step up; step back. (Reflect on whether you are someone who usually speaks a lot in the group or someone who usually sits back quietly and listens. Adjust your style accordingly to ensure that everyone gets heard.)

Are there any others you would like to add?

Inquiry Phase (Discussion of Positive Experiences)

(1 hour)

Inquiry involves storytelling about peak experiences within a group and the community in which it exists. The objective of the **Inquiry** phase is to help people identify their strengths and the conditions that existed when past achievements occurred.

I am going to share some examples from the surveys you and your partners completed of components of trust you rated important and thought were occurring. *[Share three or four components.]*

Let's look more closely at each of these. Here are a few examples people gave in their survey responses of times when they felt the behaviors have taken place in your partnership. *[Share examples for first component.]*

² Ibid.

To Do:

- Show easel pad page with guiding principles.
- Add any ground rules raised and agreed upon by the group.
- Using the survey results (i.e., Users Manual Section VI A Step 6), discuss in this section those components of trust and their descriptions/expectations that partners rated important AND occurring.
- First, show those 3 or 4 components on an easel pad page. Then, for each component, give survey examples of occurring behaviors on an easel pad page.



Do you remember these events? Say more about them. Give an example of another time when you were working with your partners and you felt people were really _____. [Fill in selected component: e.g., sharing power, communicating excellently.]

What happened? What was it like to be part of that? What did your partners do that made you feel that way?

Tips on Facilitating the Inquiry Phase

- Frame questions in an affirmative way that implies respect for group members.
- Ask open-ended questions that invite stories and embellishments rather than yes/no responses.
- Build affinity among participants by framing questions such as “tell us a story about a time when members of this group played an important role helping you to realize a dream or overcome a challenge.”
- Add additional questions to determine the necessary details (the who, what, when, where, and how of the event).
- Seek stories of personal experiences from participants rather than accounts of others.
- Try to get the group to find common themes across the examples. For instance, what values are reflected in the stories?



- Be sure participants know where to find the restrooms; point out any refreshments provided.
- Using the survey results (i.e., Users Manual Section VI A Step 7), discuss in this section those components of trust and their descriptions/expectations that partners rated important but NOT occurring.
- First, show those 3 or 4 components on an easel pad page. Then, for each component, give survey examples of desired behaviors on an easel pad page.

BREAK (10 minutes)

Imagining Phase (Discussion of Challenges or Opportunities for Improvement)

(1 hour)

The objective of the *Imagining* phase is to enable participants to develop quality visions based on their strengths and values.

I am going to share some examples from the surveys you and your partners completed of components of trust you rated important but thought were not occurring to the degree you would like. [Share 3 or 4 components.]

Let's look more closely at each of these. From the earlier survey, here are some expectations or descriptions of behaviors you and your partners described that could improve the level of _____. [Fill in selected component: e.g., dependability, communication, etc. and share examples from surveys for first component.]



I have a few questions for each of these. [Go through each of the following questions for each expectation/description.]

1. What do you think about that expectation?
2. Does this happen at all?
3. What are some of the reasons it doesn't happen to the desired degree?

Now, thinking about this component of trust _____ [name component], are there any other expectations or behaviors to add that you would like to see taking place?

Tips on Facilitating the Imagining Phase

- Breaking through mental barriers can take time. Try to create a non-distracting atmosphere, and allow participants sufficient time to think about new possibilities and articulate them.
- Be encouraging.
- Remind the group of respect for others' ideas.
- Also remind them that we are talking about what would be "ideal" and not necessarily what would be realistic. That will come next during the **Innovation** and **Implementation** phases.

INTERMISSION (30 minutes)

Innovation Phase (Action Planning)

(1 hour)

The objective of the **Innovation** phase is to help the group develop the structures and strategies needed to take action on short- and long-term goals. Through intensive and methodical planning, we will define practical steps that will direct group and individual actions.

Posted around the room are the various activities you have mentioned today that you believe must occur to improve the partnership. [Read through the items, and request more specificity from any that need it.]

As you reflect on these activities, please note on the sheet of paper what you would consider the three most important activities for improving the partnership. Also note what you think would be the three easiest activities to implement.

F.Y.I.

- *Intermission is a good time to have participants start lunch if it is provided. They can continue eating while the group moves into discussing the next stage.*

To DO:

- *Give each participant 3 adhesive dots in each of 2 different colors, a sheet of paper, and a pen.*
- *Write a list of items with most dots (for importance and for ease).*
- *If there is much disagreement with any of the action steps, circle it as something the group can consider later.*



OK, now please go around the room and place your ____ [*one color*] dots next to the three items you said are most important, and place your ____ [*other color*] dots next to the three you said should be easiest.

OK, let's take a look at which activities received the most ratings.

Starting with the first activity on this list, what steps would have to take place for this to be met? [*Write the action steps the group determines on the new easel pad pages.*]

Now let's take a look at the action steps we've come up with across this list. Do any of the steps seem difficult to accomplish?

BREAK (5 minutes)

Implementation (Assigning Roles and Timelines)

(1 hour)

This is the phase during which group members determine how they will implement their action plans, including mobilizing necessary resources, forming new relationships as needed, and acquiring new skills as appropriate. Collective vision directs collective action, so we want to be sure everyone is on the same page regarding next steps.

Taking a look at each of the action steps we have listed; which would you consider activities for the short-term?

Now let us move fully into the **Implementation** phase—making concrete steps for implementing the action steps. [*Ask the following questions for each of the listed action steps.*]

- Who will have responsibility for carrying out each of these activities? What assistance might they need to ensure it is implemented?
- In what time frame should each of these tasks be carried out?
- Finally, how will you determine that you are successful in carrying out each of these activities?

Closing

Thank you all for your time and commitment to this work. To assist you in moving forward with the next steps we determined together today, I will provide you with a brief summary of the action steps, responsibilities, and timelines you have worked out during these last two phases.

We accomplished a great deal in this time together. Thank you again for being willing to give the commitment to your partnership.

To Do:

- Identify short-term steps with a different color marker.
- Note responsible parties using another color marker.
- Note time frame for carrying out each activity.
- Note how success will be determined.
- Be sure to collect easel pages of action steps to prepare summary notes of next steps for the group.