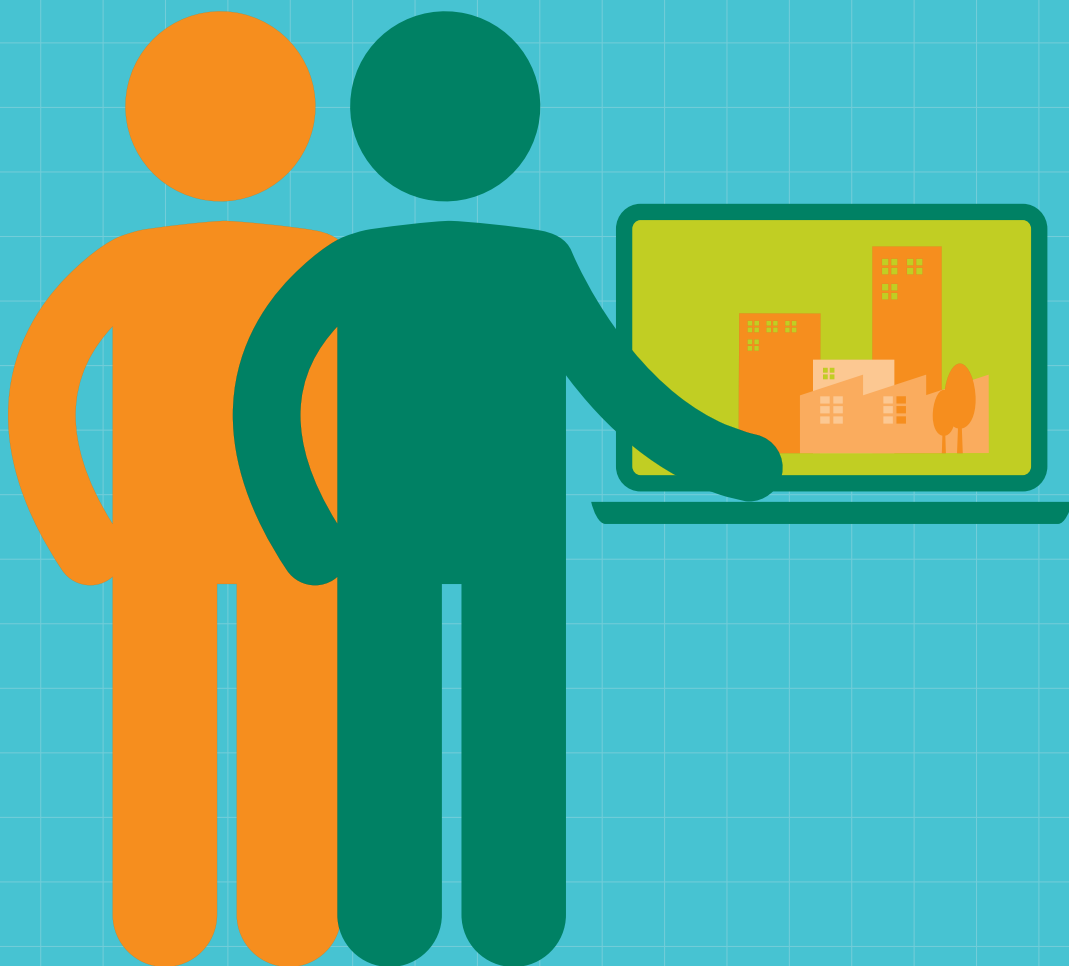


**INNOVATING TOGETHER
TO CREATE A BETTER
TOMORROW**

**SUMMIT
WORKBOOK**



NAME:

To unleash our collective energy and innovation today to create a better sustainable business, safeguarding our environment for future generations.

A National Grid Appreciative Inquiry summit
The Brewery, London, UK
11–12 September 2012

OUR OBJECTIVES FOR THIS SUMMIT

1

To harness the contribution of our stakeholders, communities and employees to improve how we think about sustainability in our daily activities.

2

To promote sustainability as one of our most important platforms for **innovation**

- challenging assumptions
- creating new solutions.

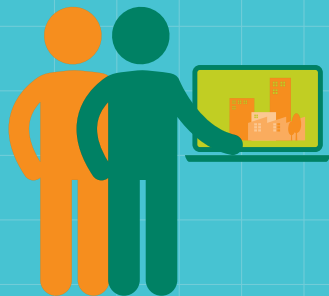
3

To identify which initiatives create the most enduring value through using natural resources efficiently.

Summit Steering Group

Mike Westcott – Chair
Cheri Warren
Clare Naunton
Clive Hawkins
Colin Shoesmith
David Wright
Ian Glover
Jon Carlton
Karen Klimas
Marcus Stewart

Mark Abbott
Mark Ripley
Mike Calviou
Ray Schlaff
Robert Teetz
Rudy Wynter
Sandy Taft
Sophie Turner
Stuart Bailey



WELCOME

National Grid welcomes you to our Sustainability Summit utilising Appreciative Inquiry (AI) techniques, in which we want to **unleash your energy and innovation today to create a better sustainable business, safeguarding our environment for future generations.**

National Grid has only scratched the surface of its sustainability potential. This event will help us shape the longer-term ambition for our sustainability, climate change and environmental strategy, which will affect every part of our business and the communities we serve.

You have been invited to participate in this sustainability summit because we want to know more about your views. This will help us make sure our approach to sustainability contributes towards improving our services and the way we carry out our business.

You will be working with more than 350 business and civic leaders, opinion formers, policy makers and advocates in this highly interactive event. Together, we will discover and define ideas that will help shape our approach to sustainability, as well as how it becomes part of the way we work and the way we innovate.

This is a great time for National Grid to be considering this challenge. We are uniquely placed to play a vital role in one of the greatest challenges facing our society – the need to create sustainable energy systems to underpin economic prosperity in the 21st century.

We are forecasting a substantial period of growth, which includes replacing our ageing electricity and gas networks and preparing them for new sources of gas and low carbon electricity generation. To do this in a way that's affordable, sustainable and reliable, we will need to work more closely with our customers and stakeholders than ever before, responding and adapting to what they tell us they need. We are also aware that this growth is set against a backdrop of increasing constraints on resources. And this is why we are committed to placing sustainability at the centre of everything we do.

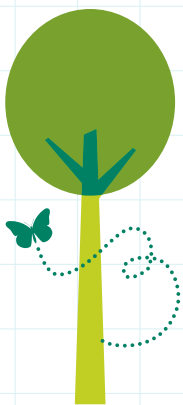
The event is being facilitated by Dr David Cooperrider of Case Western Reserve University's Fowler Center for Sustainable Value. David has also spoken at Cambridge University, Harvard and others. His innovative and inclusive approach has proven effective in bringing together large groups of diverse people from organisations such as Apple, the US Navy, and the United Nations Global Compact including Unilever, BP, Shell and others.

This summit is not about speeches or training; it's about collaboration and conversation, planning for our energy future. Your vision, experience and ideas are important to our success.

The AI approach is based on a simple notion: that when it comes to system-wide innovation and integration, there is nothing that brings out the best – faster, more consistently and more effectively – than the power of 'the whole'.

We welcome your involvement in helping determine how National Grid and all of its stakeholders can create a better, more sustainable business for tomorrow. It will touch every part of National Grid, our supply chain and the communities we serve. We can shape our future through conversations that matter and through combining our strengths.

Thank you for being here.
The Summit Steering Group



AGENDA

DAY ONE



8:00 –
9:00am

Registration

9:00am –
12:30pm

Welcome

Jon Butterworth, Group Director Safety, Sustainability and Resilience,
National Grid

Strategic importance of sustainability

Nick Winsor, Executive Director, National Grid

‘Our commitment, vision and the value of sustainable enterprise’

Overview of the AI summit approach

Mike Westcott, Global Human Resources Director, National Grid and David
Cooperrider PhD, Faculty Director, The Fowler Center for Sustainable Value
‘Our task and opening exploration’

MORNING TEA AND COFFEE

Keynote

Andrew Winston, author of *Green Recovery* and *Green to Gold* –
‘Innovation’s next frontier’

Discovery I

Roundtable (max-mix groups) and report outs – analysis of strengths, assets
and the positive core of National Grid

1:15pm –
6:00pm

Discovery II

Roundtable and feedback dialogues, common stakeholder groups –
Assets we bring to advancing sustainable value

Innovation panel

BREAK

Future of sustainable innovation for business and society

Images of the future we want to create: innovating together to create
a better tomorrow

Summary day one

John Pettigrew, UK Chief Operating Officer, National Grid

7:00pm –
10:00pm

Pre-dinner drinks and sit-down dinner

Speaker: Dax Lovegrove, Head of Business and Industry, WWF UK

AGENDA

DAY TWO



7:30 –
8:00am

Refreshments

8:00am –
12:15pm

'The best way to predict the future is to create it.'

– Peter Drucker

Opening

Tom King, Executive Director, National Grid

Design Part I

Strategic opportunity areas (moving from dream to design).

Design studio part one – David Cooperrider introduces 'design thinking tools' from one of the world's top design firms, IDEO. Participants will then work on the opportunity area they find most important.

Design Part II

Rapid prototyping of the sustainability opportunities

BREAK

1:00pm –
5:30pm

Presentations of prototypes

Each group shares overview and logic of proposal

Feedback on proposals

Dialogue and feedback on refinement of prototype initiatives

Deployment: Moving to action

Action plans and north star aspirations, refinement and looking at success factors

Next steps

Mike Westcott and Jon Butterworth

– our go-forward strategy

Closing reflections on our work

Our personal and organisational commitments

CLOSE



WHAT IS AN APPRECIATIVE INQUIRY (AI) SUMMIT?

The **whole system** participates by combining their strengths. It involves a cross-section of as many internal and external stakeholders as possible – people and groups who care about and have a stake in the future of the organisation.

This means more diversity and less hierarchy than is usual in a working meeting. It also provides a chance for each person and stakeholder group to air their views and to learn other ways of looking at a task.

A summit is **task focused** – not just an educational event or a conference. We are here to accomplish the task of building our vision and plan ‘to unleash our energy and innovation today, to create a better sustainable business, safeguarding our environment for future generations’.

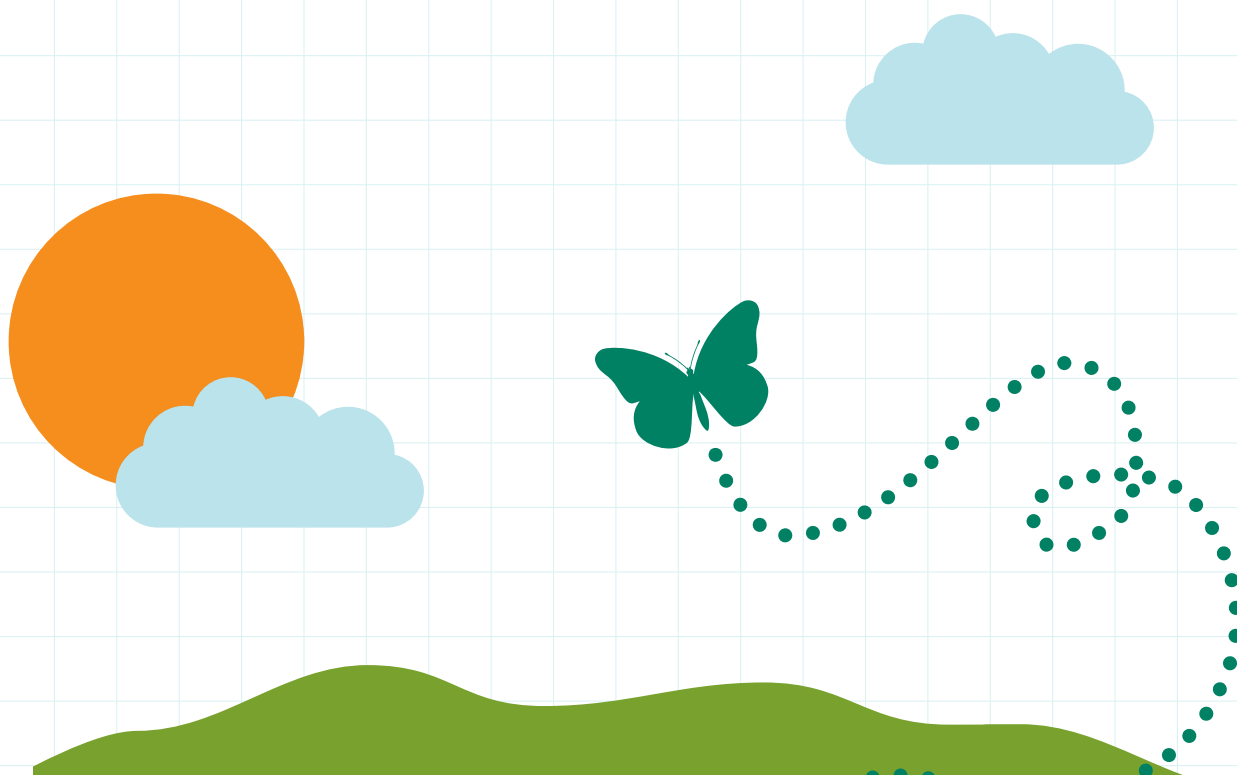
Future scenarios are put into **historical and global** perspective. That means thinking together globally before acting locally. This enhances our commitment to act. It also increases the range of potential actions we might take.

People **self-manage** their work. They use **dialogue and design** to get things done, rather than ‘problem analytics’. That means helping each other complete tasks and taking responsibility for our perceptions and actions.

Our frame of reference is **common ground** rather than ‘conflict management’. This means **honouring our differences and then** discovering areas for action where we have strong common ground.

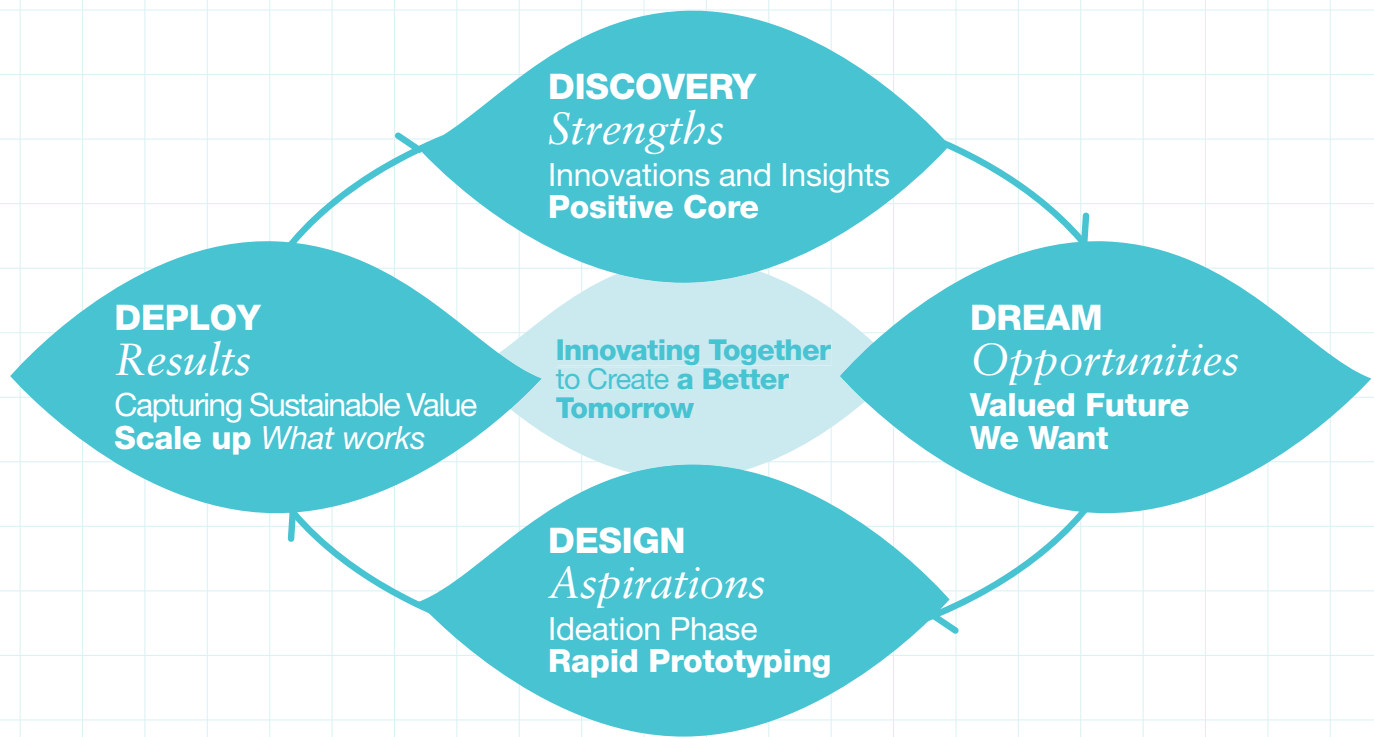
Appreciative inquiry (AI). To appreciate means to value – to understand those things worth valuing. To inquire means to study, to ask questions, to search. So, AI is a collaborative search to identify and understand the organisation’s strengths, its greatest opportunities, and people’s aspirations and hopes for the future.

Commitment to action. The ‘whole system’ is involved, so it’s easier to make decisions more quickly. It’s also easier to make commitments to action in an open way that everyone can support and help make happen.





NATIONAL GRID AI SUMMIT
'4-D' CYCLE





DISCOVERY – OPENING INTERVIEWS

Please take notes and use your skills as an interviewer as you listen and go deeper into your partner's experiences, visions and stories. Note pages provided at the back of this workbook.

Question guide for conversation in pairs
Please complete this by _____ o'clock

1 – A STORY ABOUT YOU AS A LEADER: COLLABORATIVE PLANNING AND DESIGNING

Meg Wheatley defined leadership in terms of leaving the world in a better place than we found it. She said: **'a leader is anyone who wants to make a difference at this time.'**

By this definition, all of us in this room are leaders. And we have all had ups-and-downs, high points and low.

We'd like you to reflect on one of your leadership 'high point moments' – a time that stands out when you felt most engaged, passionate, and effective; a time when you worked with others to build a better solution, new vision and plan, or collaborative achievement.

A
Describe the story and what happened.
Where? When? What were your feelings
and insights?

B
Now, when you look at this story, what does it say about you and your special talents? What are your signature strengths? And how might you bring these into our work over the next two days?





2 – NATIONAL GRID'S STRENGTHS. WHAT THINGS SHOULD WE KEEP AND PRESERVE?

Every organisation needs to change. But effective organisations know how to preserve their core and keep what they do best. They study 'what works' and seek to preserve the best. So, let's look at the core strengths of National Grid in three key areas: producing innovation; being a leader in sustainability; and inspiring or serving others such as customers, communities and partners.

From your experience or observations...

A

Share a story that illustrates National Grid's strengths or skills in the area of innovation. When are the people and partners of National Grid most innovative? Can you point to an actual example?

B

Share a story that illustrates National Grid's strengths in creating sustainable value. When has National Grid succeeded in a way that advanced both business value and value for building a better, more sustainable world or ecosystem?

C

Finally, in your view what are the three best characteristics or things about National Grid and our partnerships – our ways of working, our strengths, and our best organisation and management practices or aspects of our culture – that we should keep, even as we move into a new and changing future? In my view here are the 3 most important things National Grid should keep:

1

2

3

3 – DEVELOPING AN EYE FOR INNOVATION AND 'WHAT WORKS'. SHARING STORIES OF INNOVATION IN SUSTAINABILITY IN COMPANIES BEYOND NATIONAL GRID.

Good companies are constantly searching beyond their boundaries for stories of innovation – examples of what works, what's best and what's next. It is in this spirit that we have asked everyone to come to this summit with one sustainable value story.

A

What sustainable innovation, somewhere other than at National Grid, has caught your eye? What inspires you about the story? How does it stretch your sense of what's possible and what's coming?

B

What other books, news headlines, or thought leaders have helped to shape your vision of where sustainable business is heading? What next stages, future challenges or opportunities and trends do you see coming?





**4 – IMAGES OF AN
EXCEPTIONAL FUTURE:
NATIONAL GRID AND ITS
ACHIEVEMENTS IN 2022**
(A DECADE BEYOND THIS
SUSTAINABILITY SUMMIT)

Let's assume that tonight you fall into a deep sleep and it lasts for ten years. When you wake up it is 2022. During those ten years, many sustainability innovations and positive changes happened at National Grid and in its partnerships with society. It is exciting to see. During those ten years so many advances happened that it is like a miracle, and National Grid has become the kind of leading organisation you would be most proud to be a part of or a partner with.

So step into 2022. Describe what you see happening; things that are new, different, or the same, but even better.

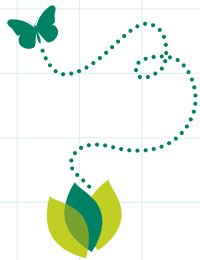
A
Please make notes on what you see in your 2022 vision. Here is what I see that is new, different or better – things that would make me proud:

B

Now with these images and vision of 2022 in mind, what is the smallest thing that we could do, or put in motion, coming out of this summit to make this vision of the future possible?

C

What is one bolder thing we might set in motion to move in the direction of your vision? It might even be something that we have never even talked about or considered yet.



KEYNOTE

**'SUSTAINABILITY AS INNOVATION'S
NEXT FRONTIER' ANDREW
WINSTON, AUTHOR OF 'GREEN
RECOVERY' AND 'GREEN TO GOLD'**

Notes for
key messages:

GROUPS AND ROUNDTABLE WORK

SUGGESTED SELF-MANAGEMENT AND GROUP LEADERSHIP ROLES

For this session, each small group will manage its own discussion, data, time and reports. You can rotate leadership roles and divide the responsibilities in any way that works best for your group. Here are some useful roles for managing this work:

- **Discussion leader:** Ensures that each person who wants to speak is heard within the time available. They keep the group on track to finish on time.
- **Timekeeper:** Keeps the group aware of time. They monitor report-outs and signal the time remaining to the person talking.
- **Recorder:** Writes the group's output on flipcharts, using the speaker's words. They ask people to briefly restate long ideas.
- **Reporter:** Delivers a report to the large group in the time that's been allotted.



DISCOVERY PART 1

DISCOVERING THE POSITIVE CORE

'Planning depends on creating a rich and complex web of conversations that cuts across previously isolated knowledge sets and creates new and unexpected combinations of insight.'

Gary Hamel
'The Search for Strategy'
Fortune Magazine

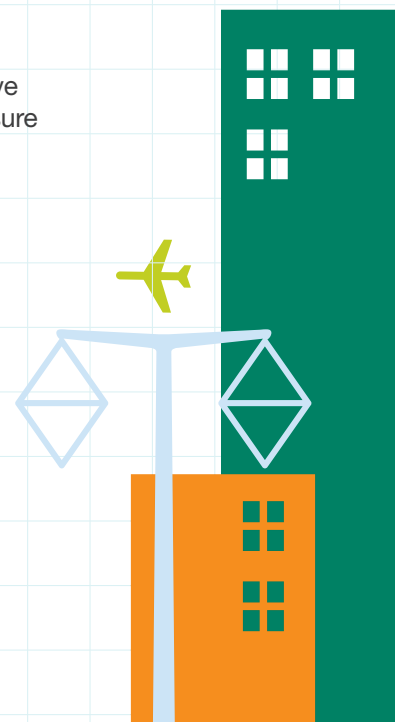
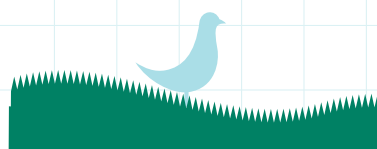
PURPOSE

To learn about special experiences, strengths, and resources people bring to this summit, and to touch on every aspect of our task for the whole summit.

GUIDELINES

Select a discussion leader, timekeeper, recorder and reporter.

- 1) Go around the table and introduce your interview partner in one or two minutes by sharing a couple of highlights from your interview. Share things from your partner's stories or visions that stood out most for you. Everyone introduces his or her partner.
- 2) Next, go deeper into **one of the opening interview questions** assigned to your table. Everyone shares his or her stories and observations. Your group should listen for patterns/themes.
 - Tables 1–9 focus on the high point question (#1)
 - Tables 10–18 focus on the things National Grid should keep question (#2)
 - Tables 19–27 focus on 'an eye for innovation' outside National Grid (#3)
 - Tables 28–36 focus on hopes and things that can come out of the summit (#4)
- 3) The recorder should fill out the designated worksheet (see next pages) for your table's assigned question.
- 4) The reporter should prepare to give a three-minute report-out, being sure to include one or two of the most powerful **stories/examples** that came from your group.





TABLES 1–9
FOCUS ON QUESTION #1: SHARE AND
RECORD HIGH POINT MOMENTS IN
COLLABORATIVE LEADERSHIP AND INNOVATION

Question 1

High point moments in collaborative leadership?

Root causes

What are the root causes of success?

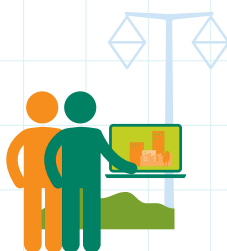
Implications

What might this mean for our summit and work together?

Listen to each person and list stories from each member of your group from parts A and B of interview question 1.

Choose one or two of your group's best stories or real examples to share in the report out to the large group.

**TABLES 10–18
FOCUS ON QUESTION #2:
'THINGS NATIONAL GRID SHOULD
KEEP' WORKSHEET**



**Best Practices and Stories
from question 2**

**Implications
What might this mean for our future?**

Strengths we have for igniting
or supporting innovation

Strengths we have in creating
sustainable value

Strengths we have for serving and inspiring
others on the outside, such as customers,
partners and communities.

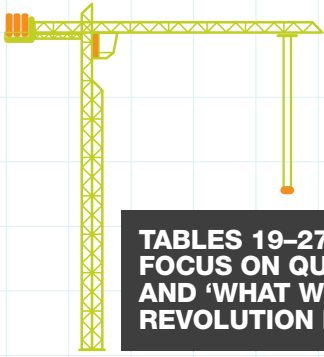
As a group, name three strengths, qualities, or values that National Grid should keep, no matter how much it changes in the future. Now, create a picture, a drawing or a metaphor of National Grid's signature, dependable strengths.

1.

2.

3.

Please choose one or two of the group's best stories to use as illustrative examples and share your picture or metaphor that depicts National Grid's signature or dependable strengths.



TABLES 19–27
FOCUS ON QUESTION #3: DEVELOPING AN EYE FOR INNOVATION
AND ‘WHAT WORKS’ STORIES RELATING TO THE SUSTAINABILITY
REVOLUTION IN OTHER LEADING COMPANIES

Innovation stories

What trends do you see in your stories?

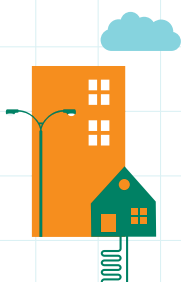
Based on your stories, will sustainability be more important or less important to National Grid’s success in the future?

What opportunities do the stories point to?

- Do the stories suggest improvements or small opportunities for us (areas for quick wins)? Can you name at least one small opportunity, even if it sounds obvious?
- Can your group go beyond the stories and imagine at least one bolder, bigger opportunity area to consider? It might be something that could lead to a breakthrough in how National Grid plays a part in our shared global future.

How might National Grid get better and better at continuously spotting stories about innovative sustainability? How can we improve how we use the stories for innovation and inspiration?

**TABLES 28–36
IMAGES OF THE
FUTURE WORKSHEET**



Images of the National Grid organisation and results we want in 2022
Everyone shares from question four and listens for patterns and group visions

Next, create the front page of the February 2022 edition of the *Financial Times* or *The Economist* magazine, with the cover story dedicated to National Grid. What's the exciting headline? What are some of the main elements and the heart of the feature story?

The Economist magazine headline in 2022:

Main elements in the National Grid (future) story:

Small actions and bolder actions that National Grid took to get there:

Note for reporter: Be sure to report out your group's top three 'smallest things' that could have a large impact. Also report out your group's top three 'bolder things' that could come out of this summit.

DISCOVERY PART 2

CAPACITIES OF EACH STAKEHOLDER GROUP

PURPOSE

To look at the things we are doing, from the perspective of our common stakeholder group, that we are most proud of – our main assets and strongest strengths; things we bring to our summit task, strengths that we might grow and use during this summit and beyond.

GUIDELINES

Select a discussion leader, timekeeper, recorder and reporter.

- 1) List what your stakeholder group is doing, or has done, that you are most proud of and/or the **strengths** that you bring to the task and focus of this summit.

- 2) Make a list of the 'proudest prouds' or 'strongest strengths' of your stakeholder group – especially strengths that might be used to advance our sustainability aspirations (for example, accountants bring a capacity for measurement and accountability that might be used for sustainability metrics).
- 3) Identify and record your top three 'proudest prouds' or 'strongest strengths'.
- 4) Identify one story to share with the entire group that illustrates your stakeholder group's commitments, capacities and 'strongest strengths'.
- 5) In addition, answer this question: 'As a stakeholder group our biggest hopes for this summit include...'

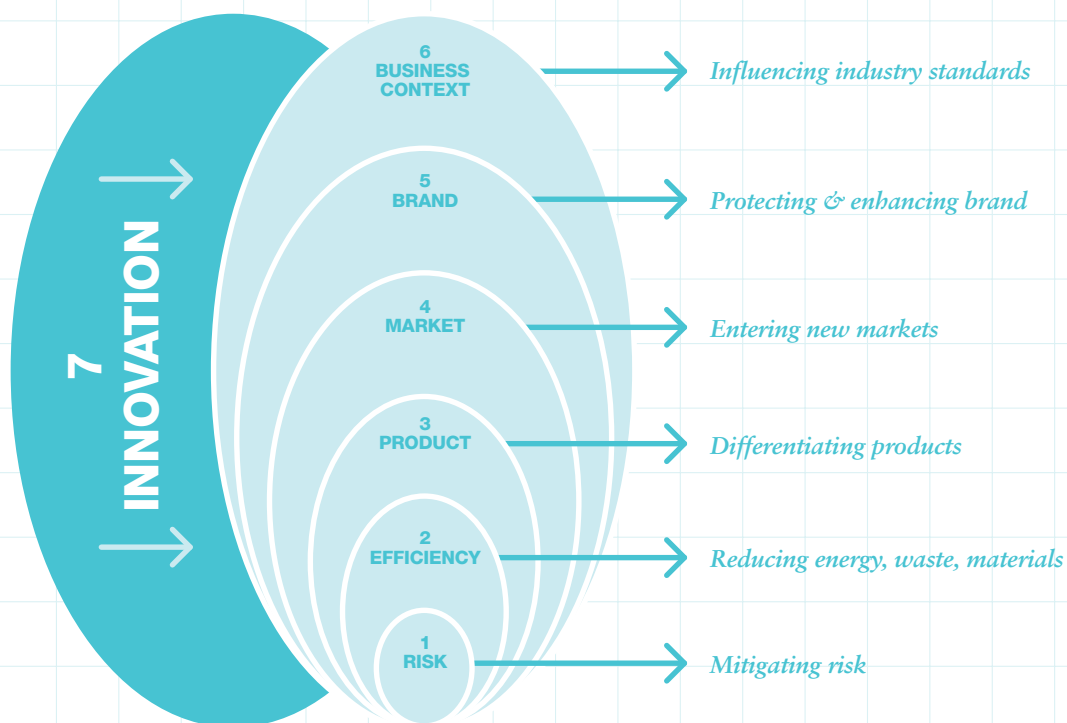
The reporter should be prepared for a 2–3 minute report-out of your stakeholder group's 'strongest strengths' and a story illustrating those strengths.



THE SUSTAINABILITY JOURNEY OF OTHER COMPANIES – WHAT'S BEST? WHAT'S NEXT?

MAIN MESSAGES AND THEMES

What are you hearing? How and where is sustainability creating new sources of value? How is sustainable value successfully becoming a part of mindsets, operations, strategies and organisational culture? Using this model from Chris Lazlo's Stanford University book *The Sustainable Company*, how might sustainability become a catalyst for new sources of innovation?



DREAM PHASE AND IMAGES OF THE FUTURE

FUTURE SCENARIOS WE WANT TO WORK TOWARDS

'Every single social and global issue of our day is a business opportunity.'

Peter Drucker

PURPOSE

To imagine the sustainability future you want to work towards, in order *to unleash our energy and innovation today, to create a better sustainable business, safeguarding our environment for future generations.*

GUIDELINES

Group roles: Select a discussion leader, recorder, reporter and timekeeper

Overview:

- 1) Put yourself 10 years into the future. You are seeing National Grid and our society in 2022. Picture the sustainability innovations and advances that are 'safeguarding our environment for future generations' and the positive impact that you see. Indeed you are proud of what you see and it is what you want to work toward. Be bold. Speak to your vision. Step into the best future you see in 2022. Again, it's a scenario you would like and want to help create.

- Everyone shares their visions based on questions like these:

- a) I will be most proud of National Grid, our society, our partnerships and our contributions to a sustainable society and world in 2022 when...
- b) What are some of the most exciting and valuable elements of your vision?

Consider elements like these:

- i. Where and how is sustainability creating benefit for the world and value for the company? For example: re-designed ways of valuing and using resources; turning waste to profit in closed loop ways; radically improving energy productivity and clean energy options; engaging people with higher purpose; combining lean and green; creating new strategic partnerships for industry and improvements for society; simplifying operational efficiencies; lowering costs; generating leading-edge new services and products for consumers; opening new markets; strengthening brand identity; participation with policy makers and regulators in societal priorities around climate change and net zero carbon impact, regeneration of biodiversity and valuing decommissioned assets; building real community involvement in moving to smarter grids with significant achievements in energy efficiency.
- ii. What do people across the nation and around the world say about National Grid? What is our reputation in our industry in 2022 – our leadership?
- iii. What is the quality of the sort of collaborations you see in the future with regulators, policy makers, researchers and others for the advancement of sustainability policy and sustainable society?
- iv. Why are talented people and partners attracted to join National Grid in protecting our environment for future generations?
- v. What are we doing to emulate, improve and share knowledge openly and new lessons widely? How have we harnessed open innovation?

- vi. What kinds of strategic partnerships are happening? Are there any improbable new ones that help us develop solutions?
- vii. What results do you see by 2022? What will be the social and environmental impacts?

Share some of your images and dreams for the future. What makes this vision exciting to you? How does your vision help us unlock hidden opportunities to create shared better value for our society, our world, and business? If you could choose just a few of the most important opportunities or strategic priorities – for all of us to rally around – what might you say is most important?

- 2) Each person takes time to share their own visions. Then step back and begin to capture the main elements of your group's shared visions for the future. Spend enough time to develop concrete images of what your group wants to see. This is an exercise in creative visualisation and one that builds on and extends or deepens earlier discussions.
- 3) Choose a **creative way to present your vision** to the rest of us in a 3-4 minute portrayal. Use as many members of your group as possible in the presentation. You might do a TV news report, a 'day in the life', a skit, a storyboard, a BBC feature, or a panel presentation. It's your choice.

Note taker: During the group's discussions, listen for the 'what' and 'how' of the vision and record your group's main visions on the template on the next page. This will be a summary that we would like you to hand in. Your rough notes are fine.



**THINGS WE LIKE IN THE
IMAGES OF THE FUTURE**
(TAKE NOTES FROM EACH
OF THE PRESENTATIONS)



**Elements of the visions we find
most important or exciting (what)**

**Opportunities and possibilities
for action (how)**

DAY TWO

DESIGN PART 1

WORKING WITH OPPORTUNITY AREAS: HOLDING A 'BRAINSTORMER' IN THE AREA YOU HAVE MOST ENERGY FOR

'Design thinking has become too important to be left to designers.'

Tim Brown, CEO

PURPOSE

To brainstorm as many ideas as possible related to your group's area of opportunity. Think of ideas that can move National Grid and our world in the direction of our future visions and dreams.

Assuming anything imaginable is possible in relation to your area of opportunity, the question is: **'How might we...'**

Brainstormer rules:

- Defer judgement
 - don't dismiss any ideas
- Encourage wild ideas
- Build on the ideas of others
 - no 'buts', only 'ands'
- Stay focused on the topic
- Hold one conversation at a time
- Be visual
- Go for quantity

GUIDELINES

- 1) Each breakout group manages its own discussion, data, time and reports. You can rotate leadership roles and divide the responsibilities in any way that works best for your group. Here are useful roles for self-managing this work:
 - Brainstorm radical: assures that the group is challenged to contribute bold, wild ideas.
 - Timekeeper: keeps group aware of the time left.
 - Brainstorm facilitator: facilitates the brainstorming session by upholding the brainstorming rules and raises questions to keep the brainstorming moving. They challenge the group to go for quantity. Try to get as many ideas and 'post-its' as possible on the board.



DESIGN PART 2

RAPID PROTOTYPING

PURPOSE

To focus on and take the most promising areas from the brainstorming session and design a prototype or model that can be brought to bear directly on our summit task *of unleashing our energy and innovation today, to create a better sustainable business, safeguarding our environment for future generations*. The goal is to begin prototyping an initiative that has strategic value for the company, and one or more of our stakeholders, including customers, communities, partners, society and our natural environment.

GUIDELINES

Select a discussion leader, timekeeper, recorder and reporter.

- 1) Quickly read through the promising ideas or combination of ideas from the brainstorming session. Think about ideas that can be designed into something that is tangible.

Prototyping takes words and visions and concepts – and builds them into something we can see or experience. Early prototypes, such as a concept car – where others can see it and not just read about it in words – help speed things up.

People are more apt to give you the kind of feedback you need for next iterations. People – when they see it – are more likely to sense its potential. Building things makes them more tangible, attracts more interest and prepares the way for experiments, pilots, and implementation.

We can use design thinking and prototyping with just about everything: new products, business strategies, services, facilities, apps, for example. You can prototype new customer experiences, training manuals, measurement tools, societal movements, operational designs, sustainability metrics or scorecards, functional and emotional brand messages, constitutions of shared beliefs, educational programmes and even studies.

- 2) For the sake of building at least one prototype, narrow down and prioritise the list that you've brainstormed. One way to do this is to use coloured dots and have each group member take five dots and place them on the items they most want to work on (someone could put all five dots on one item, or they could vote for five different items).
- 3) If the prototype has several separate elements, you might want to form subgroups.
- 4) Build the prototype and make it visual, for example:
 - A drawing or a storyboard
 - A three-dimensional model
 - A video or a live role play demonstrating the prototype
 - A business proposal (presenting to the company's Board of Directors)
- 5) Be prepared to do a 3–5 minute presentation of the prototype to the whole group. After your demonstration, we'll ask you to name the separate design elements or big ideas you included. Be ready to make the business case, the innovation case and the sustainability case for the initiative you are prototyping.

DEPLOYMENT PART 1

ACTION PLANNING

'We would literally astonish ourselves if we did everything we are capable of doing'

Thomas Edison

PURPOSE

To refine the prototype and build an action plan to find the quickest, most efficient, lowest cost, and lowest-risk ways to put the prototype into practice.

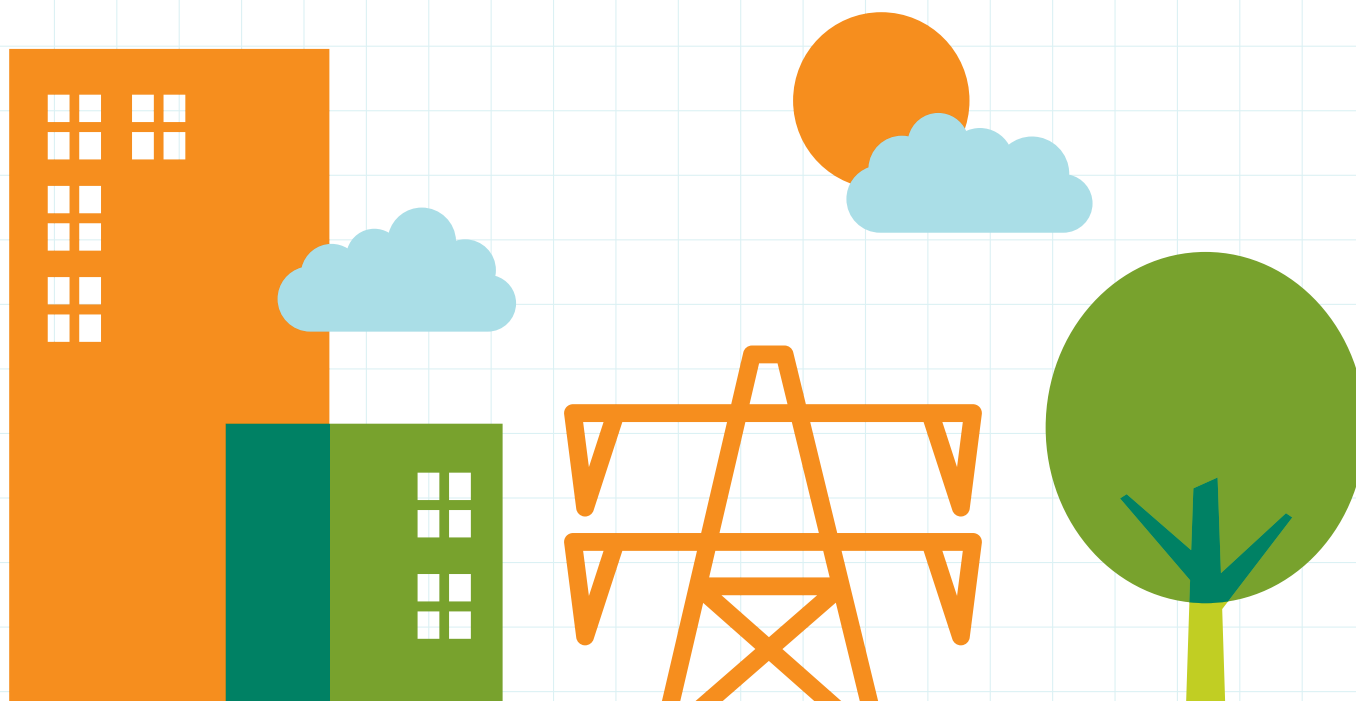
GUIDELINES

Select a discussion leader, timekeeper, recorder and reporter.

1) Steps:

- Name your prototype.
- Identify your main objectives; clearly describe your initiative and what it is intended to accomplish.
- Determine whose input or partnership (a structure or group in the organisation or external stakeholders we should be in collaboration with) would be most valuable at this stage of development.

- Assess business/financial/environmental logic: will this have a positive impact on the world or our communities? Will it affect the bottom line? Will it enhance the service we provide? Will it make us a stronger, higher-performing business? Which stakeholders will see and experience its value? Will it help safeguard our environment for future generations?
 - Identify challenges and requirements for execution or good implementation.
 - How can we embed this into the mainstream of how we manage the business? In our operating DNA?
 - Determine how you will measure success.
 - What is your action plan: early steps (first three weeks), medium-term stages (within three months), and longer-term steps (next three years)? See the worksheet on next page.
 - Name the group members who will continue with this initiative and their contact information, as well as others you would like to become a working group member.
- 2) Reporters will present the highlights for your final (3–4 minute) presentation. Make the case. Why is it important? What are your very next steps?**



Plan of action for _____ (name the initiative)

What will be done
(stage and steps)

People responsible
(name group and point
person or chairperson)

Completion date

Help needed from
specific others

DEPLOYMENT PART 2

ACTION PLANNING ASPIRATION

'There is no power greater than a community discovering what it cares about.'

Meg Wheatley, author of
Leadership and the New Science

PURPOSE

To refine and determine our overall hopes for the prototype and be ready to move to action.

GUIDELINES

Select a discussion leader, timekeeper, recorder and reporter.

- 1) Review the patterns and results of the prototype and ask: are we ready to step back and look at the long-term picture and vision for this whole area of opportunity?
- 2) Now take time to look at the element of your plan or area of opportunity from the longer-term, big picture aspiration. What are your main hopes for this area of opportunity: its ultimate value, nature and quality of execution, the impact of the end result and its sense of purpose? As a group, craft an aspiration statement for this area of opportunity. Here's an example aspiration statement from a planning process:

Example aspiration statement (The Green City, Blue Lake):

Cleveland is surprising, amazing, and inspiring the world with its transformation to a bright green city on a blue lake. Now ranked number two in the country for its robust local food movement, Cleveland has shifted consumer-spending budgets from a low of five per cent on local foods, to 25 per cent.

This has translated into 10,000 new jobs and an additional \$1.5 billion annually into the regional economy. In addition, over 3,000 acres of vacant land has been turned into urban gardens and local farms, advancing the beauty of the city, creating educational sites for public schools and building a mass community 'on ramp' for participation and engagement.

While the long-term health impact is being tracked and studied by researchers at the Cleveland Clinic, the programs have already eliminated an estimated 30 per cent of the food deserts, making healthy food available throughout the city, regardless of income, race, or neighbourhood.

Note: an aspiration statement serves as a North Star with these kinds of characteristics:

- It is something you want and is stated in the present tense
- It is a stretch – it takes us beyond the status quo: it is a provocative proposition and often leaves many people saying, 'I am not sure we can do it'
- It uses energising words and provides tangible images: we can see it
- It will help unify long-term focus and a sense of direction for specifics in the plan
- It can focus on means (aspirations for exceptional execution) and ends (results)
- Please write your aspiration statement on the flip chart provided.



DEPLOYMENT PART 3

AMBASSADORS FOR SUCCESS, INNOVATION AND INSPIRATION AT NATIONAL GRID

'The best plan is the plan you do'

GUIDELINES

**With your original interview partner (if available)
or another team member, discuss the following:**

1) Name the three most important things that happened at this summit.

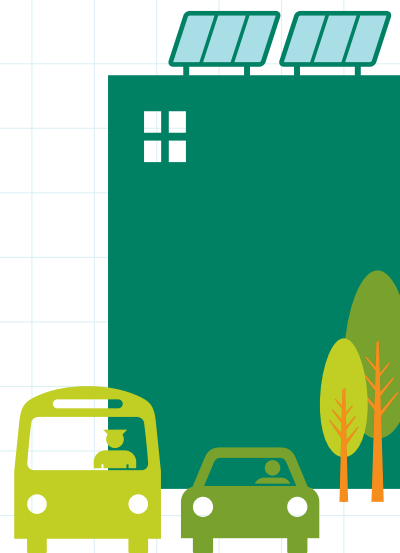
■ One important area of learning for me was

■ One high point in the summit for me was

■ One of the most important outcomes in my view was

2) What one message of innovation or inspiration will you
communicate to others to ensure the success of National Grid?

3) What are your personal commitments and actions you plan to take?



**THANK YOU FOR YOUR
CONTRIBUTION**





KEYNOTE

Notes for
key messages:







Created in collaboration
with David Cooperrider
PhD, Faculty Director

The Fowler Center
for Sustainable Value

For more on the strengths-based
approach of Appreciative Inquiry's
large group and 'whole system in the
room' methodology, you can download
Leadership Excellence Magazine at
www.davidcooperrider.com



WEATHERHEAD
SCHOOL OF MANAGEMENT
CASE WESTERN RESERVE
UNIVERSITY

nationalgrid



National Grid plc
1-3 Strand, London
WC2N 5EH United Kingdom
Registered in England and Wales
No. 4031152

www.nationalgrid.com

