

# The Ancient Egyptian/Classical African Worldview

**Ma'at** - The organizing principle which focuses on concepts of truth, justice, balance, harmony, abundance

Key principles:

- **Kepha** - Dung beetle is the symbol of creativity. What the dung beetle does is lay eggs in feces, nurtures the eggs and creates new life. It makes a way out of no way.
- **Heka** - Evocative power of language to accomplish what one wills. Understanding the power of language to manifest reality.
- **Diunital** - Seeing things in terms of complementary dualities as opposed to dichotomous adversaries. It's "both- and" logic, as opposed to "either - or."
- **Consubstantiated** - There's no division between the spiritual world and the material world.
- **Member-to-member epistemology** - The highest value is in relationships.
- **Cyclic time** - Life is cyclic. Things wane and they wax. It's not finite. If you didn't get it the first time you can get it the second. Allows for the inevitability of change and human development. Value lessons learned, wisdom earned.

# **Principles of Appreciative Inquiry (Copperrider & Srivastva)**

## **Words Create Worlds**

Reality, as we know it, is a subjective vs. objective state and is socially created through language and conversations.

## **Inquiry Creates Change**

Inquiry is an intervention. The moment we ask a question, we begin to create a change. "The questions we ask are fateful."

## **We Can Choose What We Study**

Teams and organizations, like open books, are endless sources of study and learning. What we choose to study makes a difference. It describes – even creates – the world as we know it.

## **Image Inspires Action**

Human systems move in the direction of their images of the future. The more positive and hopeful the image of the future, the more positive the present-day action.

## **Positive Questions Lead to Positive Change**

Momentum for [small or] large-scale change requires large amounts of positive affect and social bonding. This momentum is best generated through positive questions that amplify the positive core.

<https://www.centerforappreciativeinquiry.net/more-on-ai/principles-of-appreciative-inquiry/>

## Small wins (Weick, 1985)

Social problems seldom get solved because people define these problems in ways that overwhelm their ability to do anything about them. Changing the scale of a problem can change the quality of resources that are directed at it. Calling a situation a mere problem that necessitates a small win moderates arousal, improves diagnosis, preserves gains and encourages innovation. Calling a situation a serious problem that necessitates a larger win may be when the problem starts.

“Deliberate cultivation of a strategy of small wins infuses situations with comprehensible and specific meaning(commitment), reinforces the perception that people can exert some influence over what happens to them (control), and produces changes of manageable size that serve as incentives to expand the repertory of skills (challenge). Continued pursuit of small wins could build increasing resistance to stress ....”

Some characteristics of small wins:

- They support people in through cultivating “assumption that the situations will make sense,” which helps folks “wade into the situation and act with persistence, confidence, and forcefulness.”
- “If people work for something concrete, if people have an opportunity for visible success from which they draw confidence, and if people can translate their excitement and optimism into immediate action, then a small win is probable, as is their heightened interest in attempting a second win.”
- “Small wins provide information that facilitates learning and adaptation. Small wins are like miniature experiments that test implicit theories about resistance and opportunity and uncover both resources and barriers that were invisible before the situation was stirred up.... They provide information that facilitate learning and adaptation... feedback is immediate and can be used to revise theories.”
- “The confidence that flows from a pursuit of small wins frequently enacts environments in which the original problem becomes less severe and the next improvement more clear”
- “One small win sets in motion ideas, allies, resources, etc that support other small wins”



An alternative approach to strategic planning can be summarized by the acronym "SOAR" and the implied image of a high-flying organization.

- SOAR Framework -

"Indeed a new definition of leadership can be expressed as the ability to align strengths (toward a purpose) in such a way that weaknesses are irrelevant."  
- Peter F. Drucker

<b>STRATEGIC INQUIRY</b>	<b>Strengths</b> • What are we doing really well? • What are our greatest assets?	<b>Opportunities</b> • What are the best possible market opportunities? • How are we to best partner with others?
	<b>Aspirations</b> • To what do we aspire? • What is our preferred future?	<b>Results</b> • What are our measurable results? • What do we want to be known for?
<b>APPRECIATIVE INTENT</b>		

Diagram adapted from "The Heart of Appreciative Strategy" by John Sutherland and Jacqueline Starvo and "Strategic Inquiry - Appreciative Intent: Inspiration to SOAR - A New Framework for Strategic Planning" by Jacqueline Starvo, David Cooperstein, © Lynn Kaffay, [www.socor.com](http://www.socor.com), November 2010

# Communities of Color Cultural Wealth

— Tara Yosso – “Whose Culture has Capital?”

- Aspirational Capital: *resiliency and ability to nurture hopes and dreams*
- Linguistic Capital: *intellectual and communication skills used with multiple languages*
- Familial Capital: *produced and maintained by family members*
- Social Capital: *people and community resources*
- Navigational Capital: *ability to maneuver through systems that are often hostile to people of color*
- Resistant Capital: *knowledge and skills used to challenge inequality and oppression*