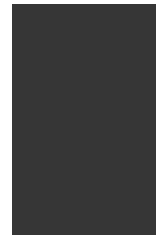
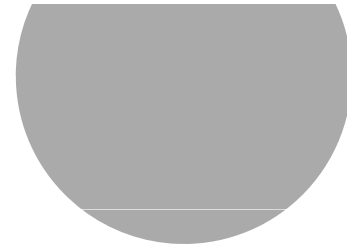




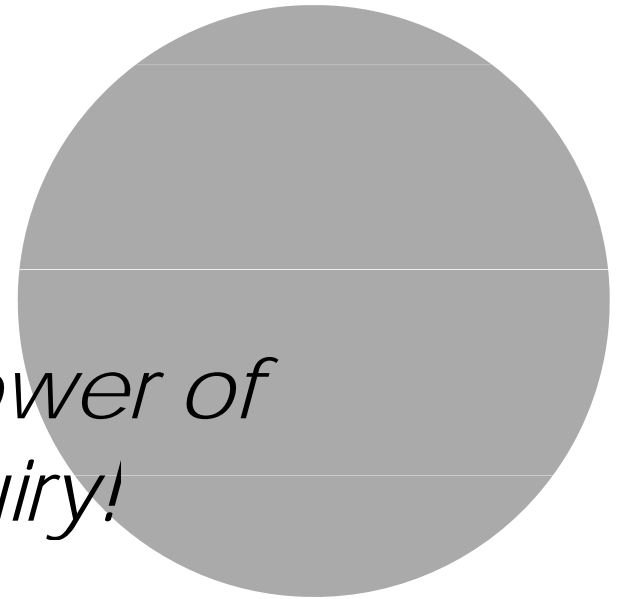
Appreciative Inquiry Is A Shift!



Outcome for today



*You experience the power of
Appreciative Inquiry!*



Our Society Ignores What's Working

- Look at society and we find most of our theories, media, and research rely on a deficit mindset, where change management has been defined in “problemizing” ways.



Most schools, companies, families and organizations function on an unwritten rule...*Let's fix what's wrong and let the strengths take care of themselves.*



Cultural & Organizational Consequences of Deficit Ways of Thinking

- ▶ Fragmentation
- ▶ “The Experts Must Know”
- ▶ Dependence and Hierarchy
- ▶ Breakdown in Relations/Closed Door Meetings
- ▶ Few New Images of the Future
- ▶ Exhaustion
- ▶ Sense of Hopelessness

Peter Drucker in his last book, "The Next Society"



*"The task of leadership is to create
an alignment of strengths so that
our weaknesses become
irrelevant."*

Learning to Appreciate

Artists do not look at a landscape and ask what is wrong with the picture, their instinct is to look for what is valuable. Appreciation draws our eye toward life and provides inspiration to the imagination, igniting our creative capacity.



“The appreciable world is so much more vast than we can even imagine...If we did all the things we were capable of, we would literally astound ourselves.”

-Thomas Edison

AI Questions Are Life Centric: Sharing “High Point” moments

- ▶ “There have been high points and low points, but I would like you to share with me a time that you consider a high point, when you felt most engaged and alive in your work...”

Shifting from Problems to Envisioned Solutions

Problem Solving

- ▶ Identify the Problem
- ▶ Conduct Root Cause Analysis
- ▶ Brainstorm Solutions & Analyze
- ▶ Develop Action Plans

Metaphor

Organizations are mechanical structures with problems to be solved and parts to be replaced.

Appreciative Inquiry

- ▶ Appreciate "What Is" (What Gives Life)
- ▶ Imagine "What Might Be"
- ▶ Determine "What We Want to Be"
- ▶ Create "What Will Be"

Metaphor

Organizations are networks of relationships with opportunities to be explored.

Ap-pre'ci-ate, v.,

- The act of recognizing the best in people and the world around us;
- Affirming past and present strengths, successes, and potentials;
- To perceive those things that give life (health, vitality, and excellence) to living systems.
- To increase in value... E.g., the economy has appreciated in value
- *Synonyms: valuing, prizing, esteeming, honoring*

In-quire, (kwir), v.,

1. The act of exploration and discovery.
2. To ask questions; to be open to seeing new potentials and possibilities.

► **Synonyms:** *discovery, search, study and systematic exploration*





Appreciative Inquiry is a Shift

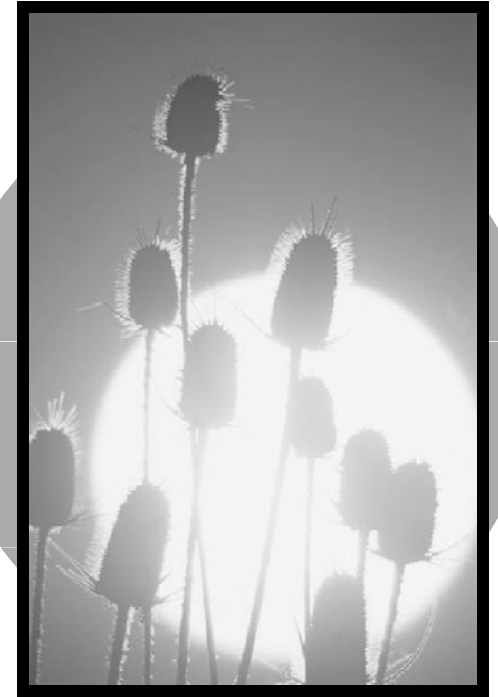
"No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew."

~ Albert Einstein

Genius is Creating the Question

"What would the universe look like if I were riding on the end of a light beam at the speed of light?"

~Albert Einstein



Once asked, the imagination does not stop!

Assumptions About AI



- ▶ In every society, organization, or group, there is something which works.
- ▶ What we focus on becomes our reality.
- ▶ “Reality,” for each one of us, is created in the moment...and there are multiple realities.
- ▶ The act of asking questions of an organization, group, or individual, influences them in some way.
- ▶ People have more confidence and comfort when they journey to the future (the unknown), when they carry forward parts of the past (the known),
- ▶ If we carry parts of the past forward, they should be what is best about the past.
- ▶ It is important to value differences.
- ▶ The language we use creates our reality.

Appreciative Inquiry “4-D Model”

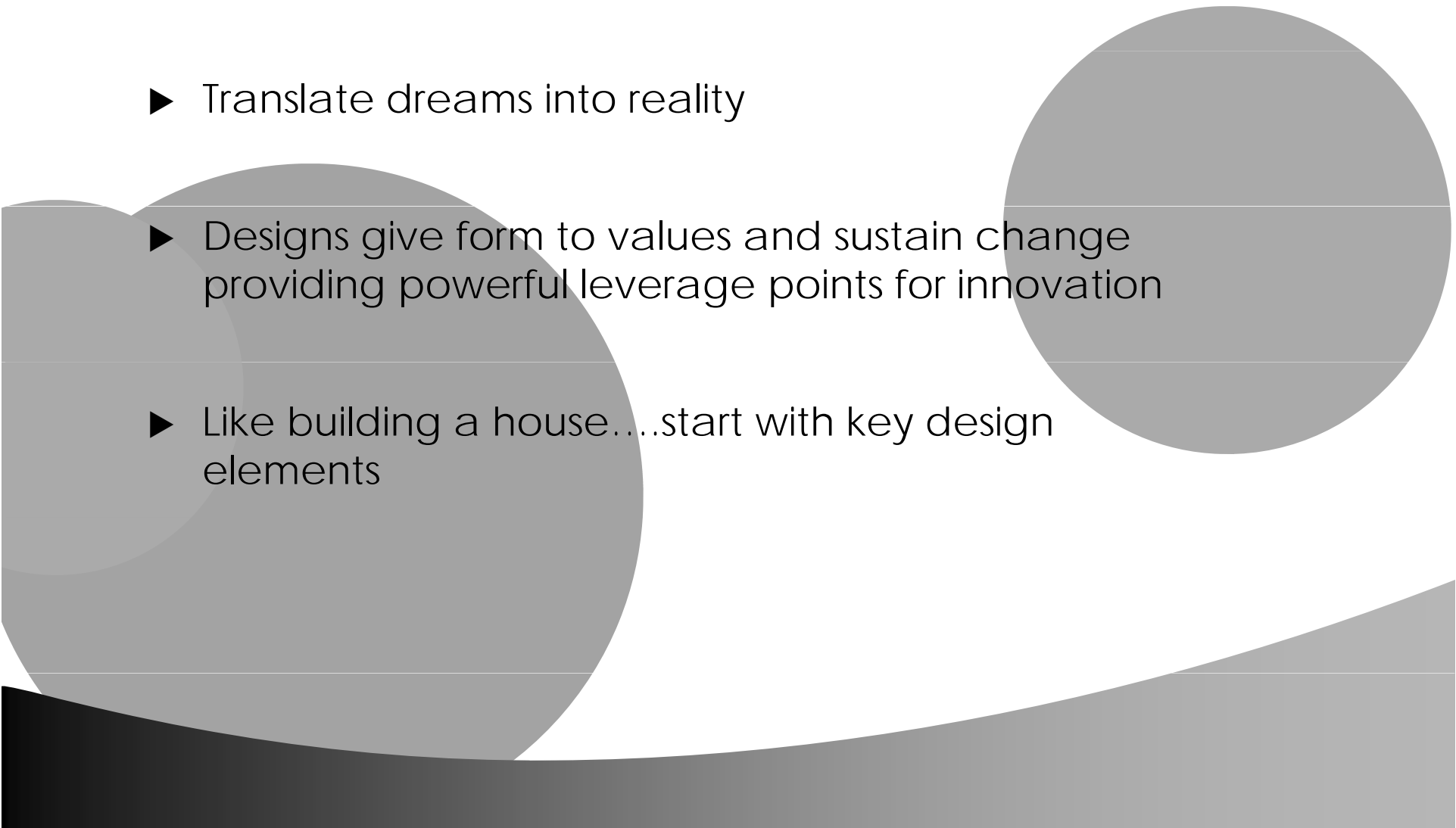
Strategic Focus:
Topic Choice

Positive Core



The Purpose of Design



- ▶ Translate dreams into reality
 - ▶ Designs give form to values and sustain change providing powerful leverage points for innovation
 - ▶ Like building a house....start with key design elements
- 

Doing Design

- ▶ Select high-impact organization design elements
- ▶ Brainstorm and Prioritize Key Design Elements
- ▶ Craft “design statements” (aka provocative propositions)
- ▶ Enrich, link, and integrate the statements

What Is A Design Statement

- ▶ An expansive statement of how organization members plan to organize themselves around a particular topic in pursuit of their dreams
- ▶ It is provocative in the sense that it stretches the status quo, challenges common assumptions, and offers bold possibilities for change.

Great Design Statements...

- ▶ *Provocative* – they stretch and challenge
- ▶ *Desired* (people want to create them)
- ▶ Describe *what is wanted* in a positive way (rather than saying what is not wanted)
- ▶ Written in the *present tense*, as if they are already happening
- ▶ Remain *grounded* / linked to the stories of our past when we were at our best

Appreciative Inquiry “4-D Model”

Strategic Focus:
Topic Choice

Positive Core

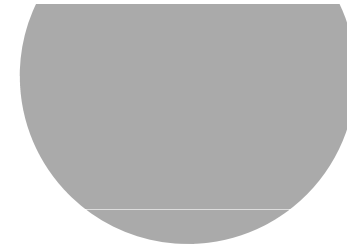


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graph TD; A([Strategic Focus: Topic Choice]) --> B([Top Oval]); B --- C([Right Oval]); C --- D([Bottom Oval]); D --- E([Left Oval]); E --- B; F((Positive Core))
```

The Purpose of Destiny

- Ensure exceptional implementation of the organization's strategic priorities, dreams, and designs
- Create a culture of innovation, leadership and celebration at all levels
 - Recognizing, communicating, and celebrating changes as they happen
 - Supporting improvisational action
 - Forming innovation teams
 - Opening leadership opportunities for all

Action Planning



ACTION	WHO	BY WHEN
1.		
2.		
3.		
4.		
Requests:		
Team Lead	Date of next meeting	Contact info Email Phone

Appreciative Inquiry “4-D Model”

Strategic Focus:
Topic Choice

Positive Core



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graph TD; A([Strategic Focus: Topic Choice]) --> B([Top Oval]); B --- C([Right Oval]); C --- D([Bottom Oval]); D --- E([Left Oval]); E --- B; F((Positive Core))
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Principle of Simultaneity



(AI Principle #1)

- Change begins the moment we ask a question.
- “Inquiry is Intervention”

Constructionist Principle



(AI Principle #2)

- The Language we use is important.
 - Organizations and Cultures and even our Knowledge Bases are created relationally in conversation.
 - “Words create worlds”
- 

Enactment Principle



AI Principle #6

- ▶ Acting “as if” is self-fulfilling
- ▶ To really make a change we have to be the change we want to see
- ▶ Positive change occurs when the process used to create the change is a living model of the ideal future

Free Choice Principle



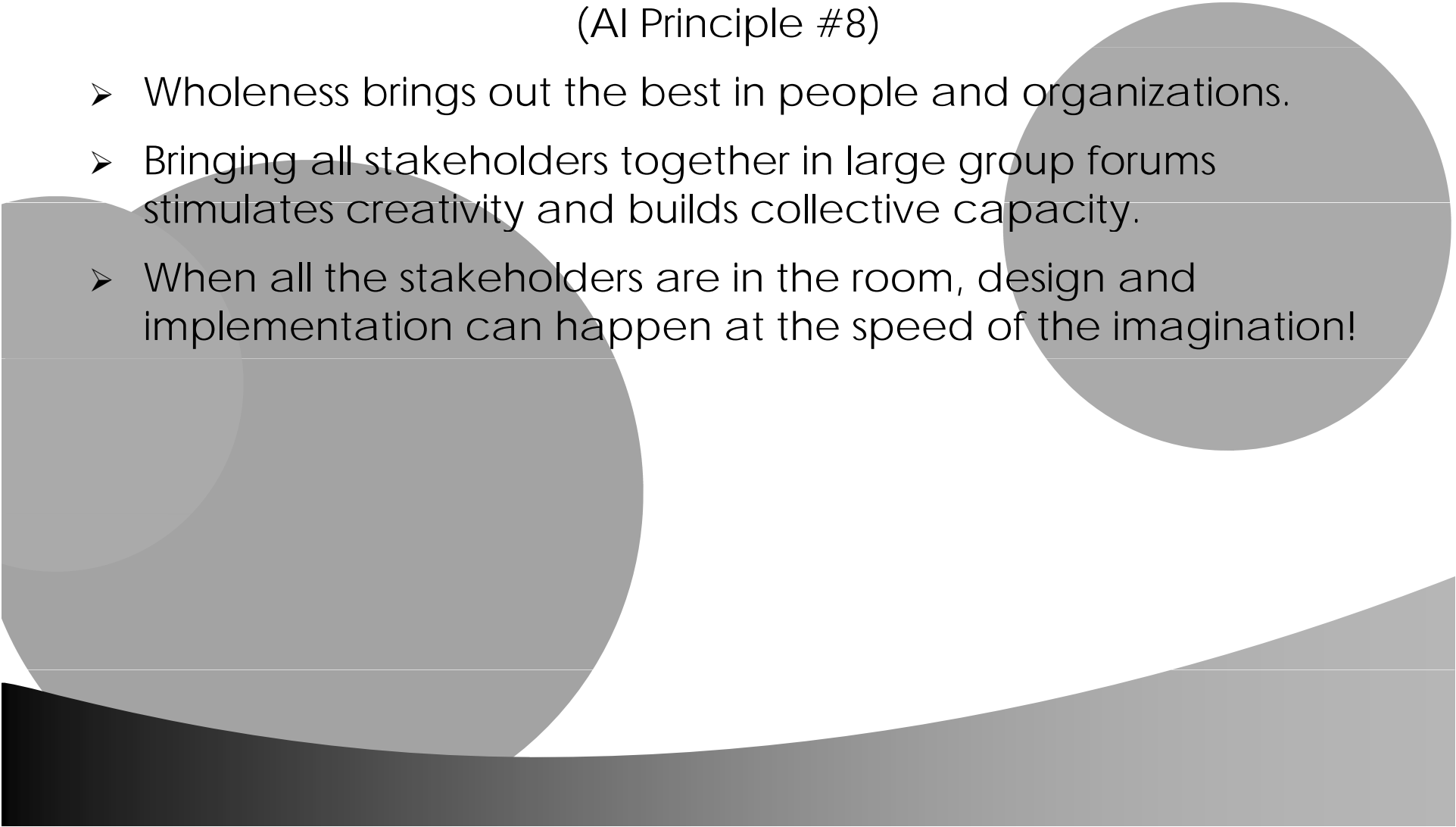
(AI Principle #7)

- ▶ Free choice liberates power.
- ▶ People perform better and are more committed when they have freedom to choose how and what they contribute.
- ▶ Free choice stimulates organizational excellence and fosters organizational transformation

Wholeness Principle



(AI Principle #8)

- Wholeness brings out the best in people and organizations.
 - Bringing all stakeholders together in large group forums stimulates creativity and builds collective capacity.
 - When all the stakeholders are in the room, design and implementation can happen at the speed of the imagination!
- 

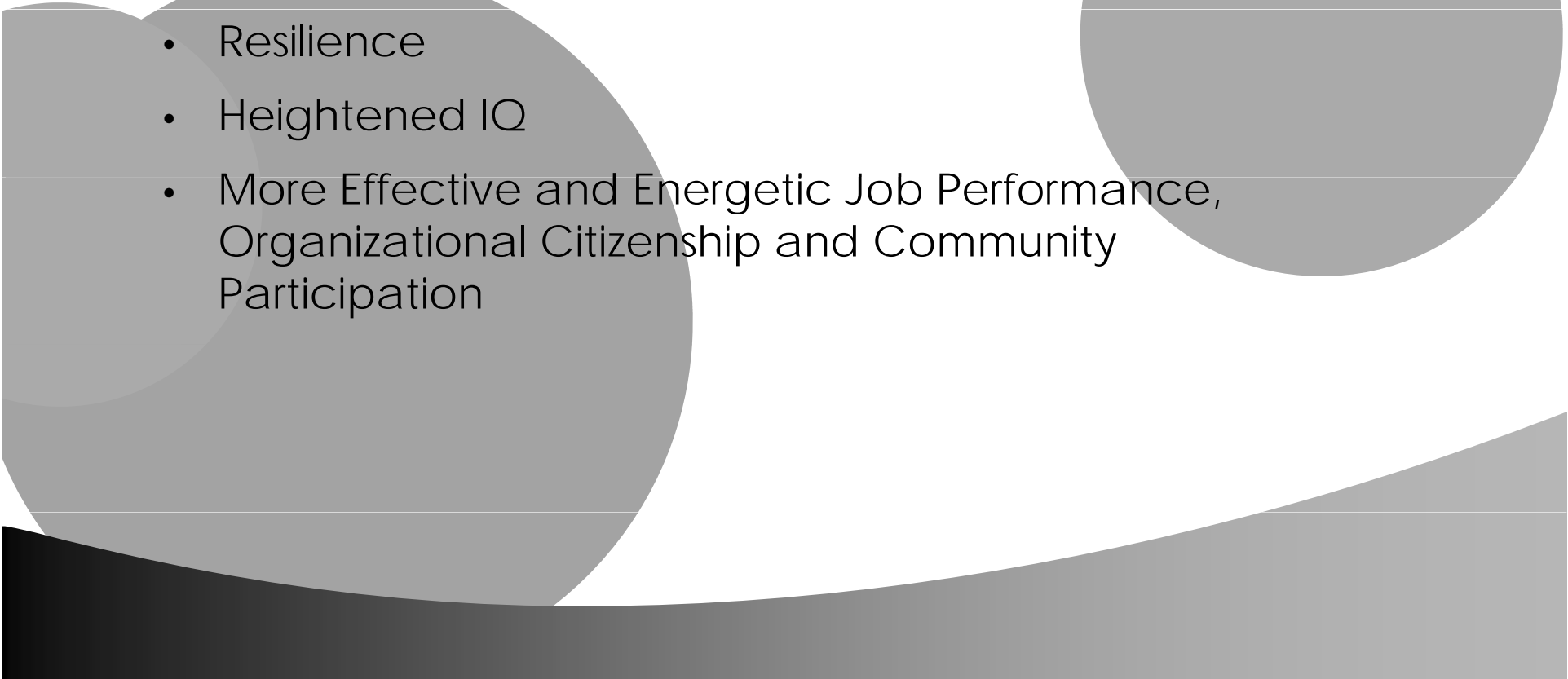
The Many Benefits of Appreciative Inquiry Initiatives

For Organizations

- Unites the Whole
- Connects Everyone to the Positive Core
- Task Oriented
- Future is Co-Created, Grounded in Strengths
- Trust, Creativity and Effectiveness Increase
- Real Time, Rapid Change

Benefits to Individuals



- Longer Life
 - Good Health
 - Resilience
 - Heightened IQ
 - More Effective and Energetic Job Performance, Organizational Citizenship and Community Participation
- 

Challenge for the Future

- ▶ What is the most life giving questions I can ask myself every day?
- ▶ What conversations can I engage in today, which will create joy, vitality, inspiration, hope and possibility?
- ▶ What am I willing to give up to have more energy, creativity, and an expanded vision for myself, my organization, my society and the world?

AI Invites Experiment...Where will You Start?

The image features an abstract composition of geometric shapes. At the top right, there is a light gray semi-circle and a dark gray rectangle. Below these, on the right side, is a large light gray circle. On the left side, there is a large light gray circle that overlaps with a smaller, semi-transparent light gray circle. At the bottom, a dark gray shape on the left transitions into a light gray shape that slopes upwards to the right. The text 'Appreciative Inquiry Is A Shift!' is centered in the middle of the image.

Appreciative Inquiry Is A
Shift!

Resource

- ▶ AI Commons

<https://appreciativeinquiry.champlain.edu/>

The “AI Commons” is a worldwide portal devoted to the sharing of resources and practical tools on Appreciative Inquiry and the rapidly growing discipline of positive change. This site is a resource for everyone– whether you are a leader of change, a manager, a scholar, a student, or a simply curious mind. You are invited to discover as well as share your own resources on positive change. The site is proudly hosted by The Champlain College David L. Cooperrider Center for Appreciative Inquiry in partnership with Case Western Reserve University’s Weatherhead School of Management.