

# Appreciative Inquiry: *A Positive Revolution in Change*

**END of APARTHEID**

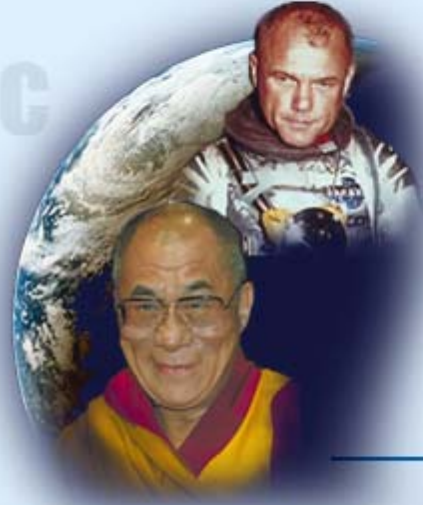


**GLOBAL democratization**



**E Commerce**  
*extended enterprise*

**Chaordic**



**SHUTTLE in space and GLOBAL SPIRITUALISM**

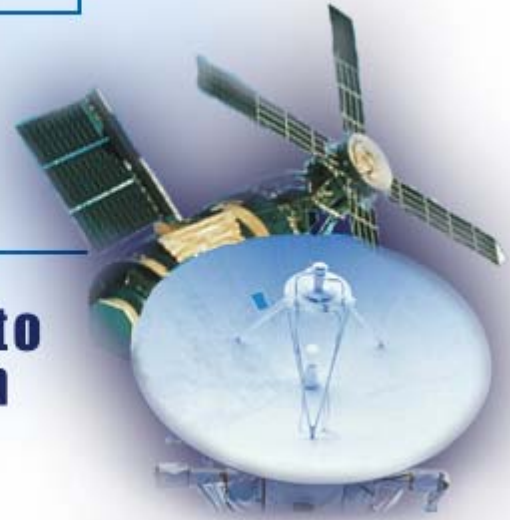
**SPEED**

**WHOLE system CHANGE**



*Business Eco System*  
**Self Organization**

**NO LIMITS to cooperation**



# A Time For Re-thinking...

## Human Organization And Change

- ◆ Global context of democratization
- ◆ End of apartheid
- ◆ No limits to cooperation, e-company connect now
- ◆ Shuttle into space & reality isn't what it used to be
- ◆ “Whole system” change
  - Large groups...
  - “Positive revolution” is aiming higher

# Strength-Based Leadership



*“The task of leadership is to create an alignment of strengths in such a way that weaknesses become irrelevant.”*

Peter Drucker

# 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.”*

*“There are only two ways to live your life. One is as though nothing is a miracle. The other is as though everything is a miracle.”*

*- Albert Einstein*

# An Open Moment We Are “In It” Now.

*“We are at the very point in time when a 400-year old age is dying and another is struggling to be born, a shifting of culture, science, society, and institutions enormously greater than the world has ever experienced. Ahead, the possibility of the regeneration of relationships, liberty, community, and ethics such as the world has never known, and a harmony with nature, with one another, and with the divine intelligence such as the world has never dreamed.”*

*--Dee Hock, Founder & CEO--Visa*

# *Ap-pre'ci-ate, v.,*

1. valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems
2. to increase in value, e.g. the economy has appreciated in value.

*Synonyms:* VALUING, PRIZING, STEEMING, and 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.





# What is Appreciative Inquiry?

It is the discovery for the best in people, their organizations, and the relevant world around them. It is an art and practice of asking the unconditional positive questions that strengthen a system's capacity to apprehend, anticipate and heighten positive potential. Instead of negation, criticism and spiraling diagnosis, there is discovery, dream, design and destiny. It works from accounts of the "positive change core". AI links the energy of the positive core directly to any change agenda and changes never thought possible are suddenly and democratically mobilized.

# Where has AI been used? How?

- British Airways
- McDonald's
- John Deere
- US Cellular
- GTE / Verizon
- Roadway
- Green Mountain Coffee Roasters
- United States Navy
- United Religions Initiative
- Lovelace Health Systems
- World Vision Chicago
- Extraordinary customer service
- Staffing and retention
- Cost, quality, and cycle time
- Culture change
- Union, management partnership
- Exceptional through-put
- Improve business processes and increase profits
- Leadership development
- Forming a global interfaith org.
- Increase nurse retention
- International development

# Exciting Stories and Results

- United Religions Initiative
  - ✧ Annual Global Summits
  - ✧ Organization Design
  
- Results
  - ✧ June 2000 Charter Signing
  - ✧ The Birth of a Global “Chaordic” Organization
  - ✧ Centers on Every Continent
  - ✧ Over a Million Pledges of Support

# To begin interviews...

- Partner up with a person you know the least
- Interviewer asks questions from Interview Guide as part of discovery process
- Keep the interviewee on track
- Watch your time - switch 1/2 way through to maintain equal "air" time

# Interviewer Guidelines

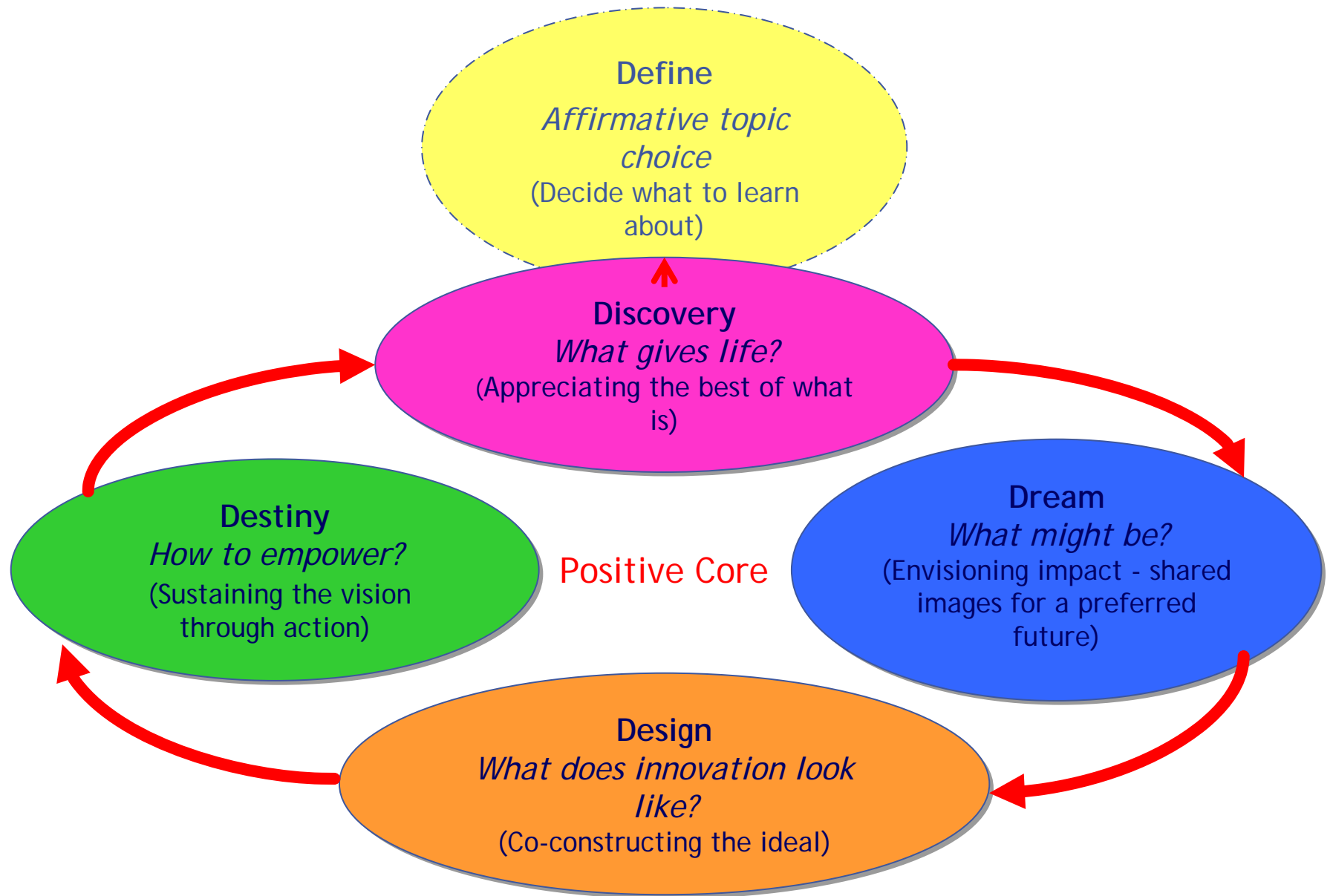
- Practice generous listening
- Be curious - ask questions to clarify, seek understanding, evoke past experiences
- Draw out positive stories
- Listen with a centered presence
- Act like a journalist - probe to get more information
- Be neutral, nonjudgmental
- Take notes of key points

# In your small group, discuss your process...

- "How are you feeling right at this moment?"
- "What do you notice about your state?"
- "What fascinated you about what you were talking about?"
- "How comfortable did you feel in this setting?"
- "What did you notice about your partner that made it a positive experience for you?"

# Capture the data

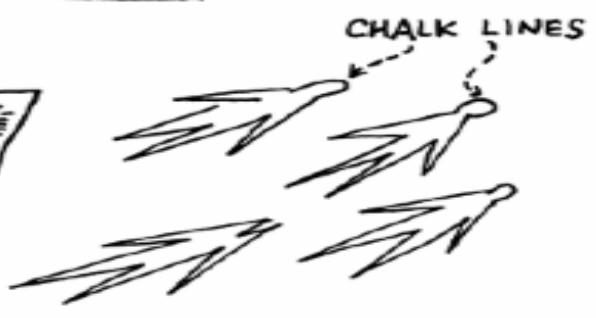
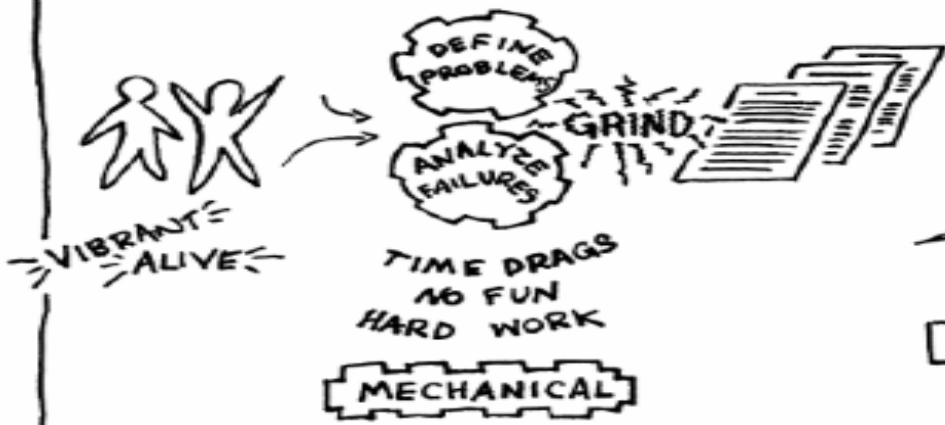
- Interviewers will "rapport" back what THEY heard from speaker to their table group
- Write out notes from group on flip chart paper
- Process each topic question before moving on
- Record key words – phrases, stories from each person
- Capture images, metaphors that are compelling
- Look for emerging themes -- harvest key points, highlights, quotable quotes



Using the 5D Cycle of Appreciative Inquiry into the future of Aruba



# TRADITIONAL APPROACH



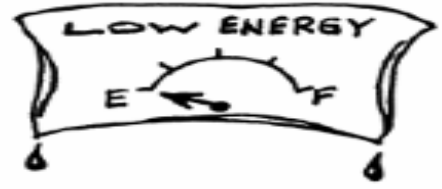
STATIC, INERT, DEAD

EXHAUSTED!

OVERWHELMED

FEELS IMPOSSIBLE!

NO TIME TO MAKE IT HAPPEN



## HOW DOES THIS HAPPEN???

- ★ TOP ONLY - FEW INVOLVED ANSWERS FROM EXPERTS
- ★ FOCUS ON WHAT'S WRONG
- ★ SEARCHING FOR "ROOT CAUSE" OF FAILURE / DECAY   
"If you look for problems, you'll find <sup>and create</sup> more problems"
- ★ "FIX" THE PAST
- ★ OBSTACLES TREATED AS BARRIERS

APPRECIATIVE APPROACH



VIBRANT  
ALIVE

SEARCH FOR WHAT WORKS  
AMPLIFY WHAT GIVES LIFE

TIME FLIES  
NEW POSSIBILITIES  
UNEXPECTED CREATIVITY  
ORGANIC, EMERGENT

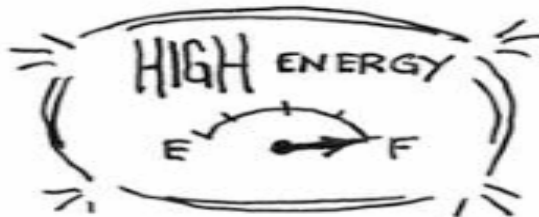


MORE ALIVE!

IN-SYNC

WHOLE GREATER THAN SUM OF PARTS

ENERGY CAN'T BE STOPPED



HOW DOES THIS HAPPEN???

★ ALL (OR ALL LEVELS) INVOLVED SOLUTIONS FROM WITHIN

★ FOCUS ON WHAT



★ SEARCH FOR ROOT CAUSES OF SUCCESS

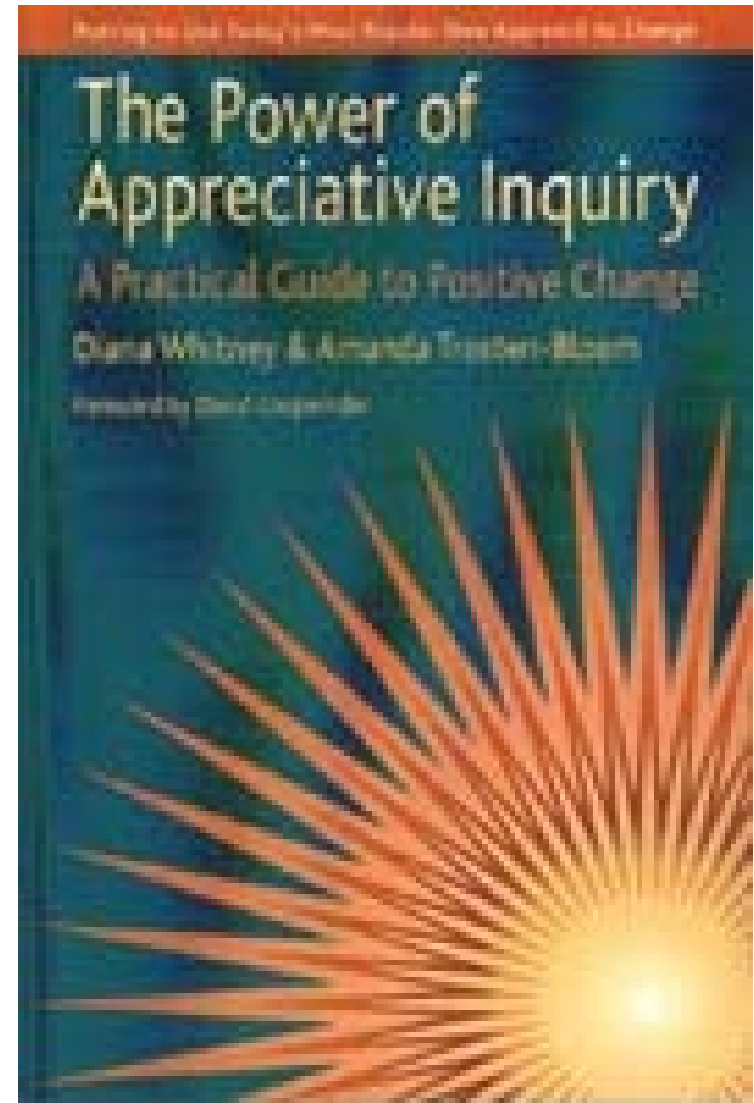
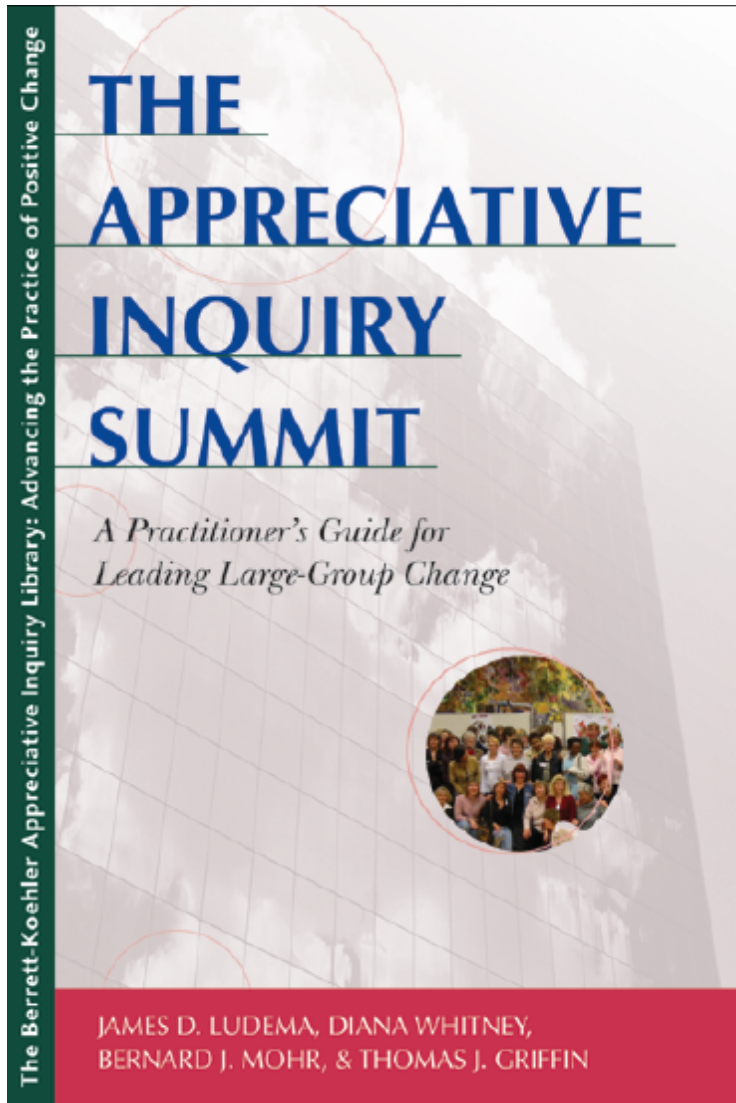
"If you look for successes, you'll find <sup>and create</sup> more successes"

★ CREATE THE FUTURE

★ OBSTACLES TREATED AS RAMPS INTO "NEW" TERRITORY



# Favorite AI Books



# For Further Information

*Check these websites -*

**Corporation for Positive Change:**

[www.positivechange.org](http://www.positivechange.org)

**AI Commons (free access website):**

<http://appreciativeinquiry.cwru.edu>

*More online resources available in Dutch*