APPRECIATIVE INQUIRY

A POSITIVE APPROACH TO PERSONAL AND ORGANIZATIONAL CHANGE
Learning opportunities -

• what is appreciative inquiry?
• what makes it work?
• how does appreciative inquiry leverage positivity to effect personal and organizational change?
A quick tour of Appreciative Inquiry

- Jackie Kelm’s video
Dyad Sharing / Story telling

Choose a partner, preferably someone you don’t know and take turns to:

• Introduce yourself
• Share just one personal quality that people like about you
• Share with your partner the most interesting thing you learned or picked up from the video.
Insights
Appreciative Inquiry

Ap-pre’ ci-ate, v.,

1. Valuing …
   – 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.

2. To increase in value, e.g. the economy has appreciated in value.
   - Synonyms: valuing, prizing, esteeming, 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.
The situation: Marie comes into the office late, as she often does, in fact on the average, 3 days out of five. She meets her supervisor Ms. Catrina.

Scene 1

Scene 2
Appreciative Inquiry

Is an art and practice of asking the unconditional positive questions that strengthen a system’s capacity to apprehend, anticipate and heighten positive potential.
Why does APPRECIATIVE INQUIRY work?
The 5 Foundational Principles AI

- The Constructionist Principle
- The Principle of Simultaneity
- The Poetic Principle
- The Anticipatory Principle
- The Positive Principle
The Constructionist Principle

- The view that social understandings are socially constructed
- Patterns of interaction are not fixed
- Many interpretations of human behavior and actions are possible
- Observations are filtered through beliefs and what is expected.
you are constructing or building your life experience in every moment with your thoughts.

AI mindset
The Principle of Simultaneity

- Inquiry and Change are not separate but are intimately tied together
- Asking means changing; answering means changing
- The seeds of change are what people talk about – and do – in the “here and now”
inquiry and change are simultaneous. Inquiry is intervention and perhaps the most effective means to transformation.
The Poetic Principle

- Human organizations are open
- People are constantly learning through story-telling and through metaphor and analogy
- One can choose to study anything – what is working or what is not working
you can find whatever you want in a situation.
The Anticipatory Principle

- The image of a future can compel or inspire action
- An image of a shared future guides people in the present
- Organizations exist to achieve some purpose and people have share understandings of what that is
- Expectations can shape the future
… whatever pictures you have in your mind about the future will influence what happens.
The Positive Principle

- The momentum for change grows out of inspiration and positive feelings about the future.
- The more positive are the questions posed, the more enduring is the change.
... there is a positive core in every person and situation, and positive emotion is essential for growth and change.

AI mindset
The AI premise

The bias is positive
The invitation is to make a choice
The Tools of AI

Positive Questions
Storytelling
Dyad Conversations

2 minutes per partner

• What new beliefs /mindsets have you acquired from this session? What old beliefs have you let go?

• What is the first thing that you will change/what new behavior will you demonstrate to start you off on your AI journey?
Appreciative Inquiry Model for Organizational Change

**Define**
Setting an Appreciative Direction
*Affirmative Topic*

**Dream**
“What might be?”
*Envisioning Results/Impact*

**Design**
“What should be – the ideal?”
*Co-constructing*

**Destiny**
“How to empower, learn, and improvise?”
*Sustaining*

**Discovery**
“What gives life?”
The best of what is.
*Appreciating*

The AI 5-D Cycle
Appreciative Inquiry

Selectively and systematically seeks to locate, highlight and illuminate the life-giving forces of people or an organization.
4 Ds to 4 Is

**Discovery**
“What gives life?”
The best of what is.
*Appreciating*

**Destiny**
“How to empower, learn, and improvise?”
*Sustaining*

**Design**
“What should be – the ideal?”
*Co-constructing*

**Dream**
“What might be?”
*Envisioning Results/Impact*

**Initiate**

**Inquire**

**Imagine**

**Innovate**

*SHAPING CHANGE*

---

Initiate

Dream

Inquire

Imagine

Design

"What should be – the ideal?"
*Co-constructing*

Destiny

“What to empower, learn, and improvise?”
*Sustaining*

Discovery

“What gives life?”
The best of what is.
*Appreciating*
SOAR

1. Inquire into **STRENGTHS**
2. Imagine the **OPPORTUNITIES**
3. Innovate to meet **ASPIRATIONS**
4. Inspire to Achieve the **RESULTS**

AI Model of Change
1- INITIATE

- Introduce key stakeholders to AI theory and practice
- Create temporary project structures (sponsor team, Core group) and educate sponsor team and core group in AI theory and practice
- Determine overall project focus/topic
- Develop preliminary project strategy (timing, participation, resources)
AI Model of Change
2- INQUIRE

• Conduct generic interviews
• Develop customized interview protocol, pilot and revise protocol
• Maximum possible number of client system members are interviewed
AI Model of Change

3- IMAGINE

• Collate and share interview data and pull out themes (life-giving forces)
• Develop provocative propositions (a grounded vision of the desired future)
• Consensually validate provocative propositions with as many members of the system as possible
AI Model of Change
4 - INNOVATE

• Engage maximum possible number of organization members in conversations that enable exploration of and commitment to whatever actions, new roles, relationships or “design” modifications are seen as being important to support implementation of the provocative proposition

• Implement the design challenges using an AI-based progress review process.
Q & A
Thank you!

To continue the conversation – pearlbernardo@yahoo.com