

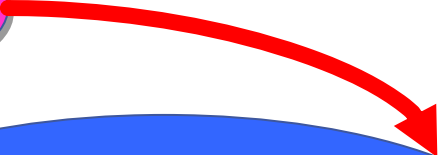
Appreciative Inquiry:

A Positive Revolution in Change

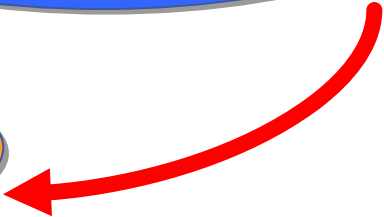
**Define: Affirmative
topic choice**
(Decide what to learn about)



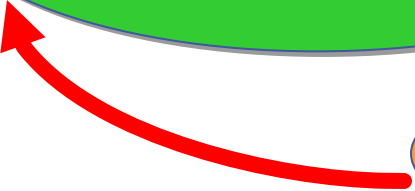
Discovery
What gives life?
(Appreciating the best of what is)



Dream
What might be?
(Envisioning impact - shared
images for a preferred future)



Design
What does innovation look like?
(Co-constructing the ideal)



Destiny
How to empower?
(Sustaining the vision through
action)

Positive Core

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

Enhancing Interviewer Skills

- Practice generous listening
- Be curious - ask questions to clarify, seek understanding, evoke past experiences
- Draw out positive stories
- Like a reporter, get respondent to elaborate further
- Be neutral, nonjudgmental
- Take notes of key points, phrases
- Pay attention to how you interview; not a conversation
- Listen with a centered presence

What is stirring in you from the training on Friday?

DISCOVERY

- From the conversations and the interviews, what is alive in you?
- From what you have learned so far, what are you curious about in the Appreciative Inquiry process?

Where has AI been used? How?

- Imagine Chicago
- Imagine Nagaland (India)
- Imagine Argentina
- Green Mountain Coffee Roasters
- United States Navy
- United Religions Initiative
- Catalyst for civic innovation
- International development
- Sustainable development
- Improve business processes, increase profits
- Leadership development
- Forming a global interfaith organization



Six Principles of Appreciative Inquiry

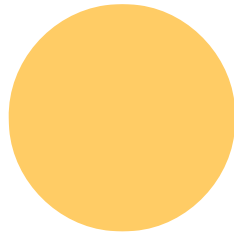
1. **Constructionist Principle:** The way we know is fateful.
2. **Principle of Simultaneity:** Change begins at the moment you ask the question.
3. **Poetic Principle:** Organizations are an open book.
4. **Anticipatory Principle:** Deep change = change in active images of the future.
5. **Positive Principle:** The more positive the question, the greater and longer-lasting the change.
6. **Principle of Wholeness:** The whole system can have a voice in the future.
7. **The Enactment Principle:** Act “as if” is a self-fulfilling prophecy.
8. **Free Choice Principle:** Free choice liberates power.

FUSION OF STRENGTHS

Let's hear from David Cooperrider,
creator of Appreciative Inquiry



Where Do Positive Images
and Stories Come From?

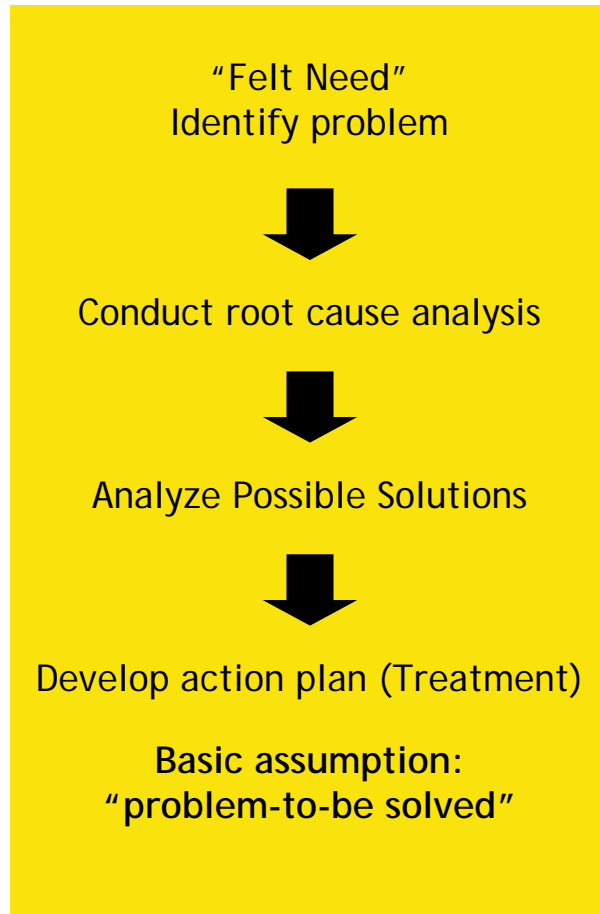


Positive Image → Positive Action

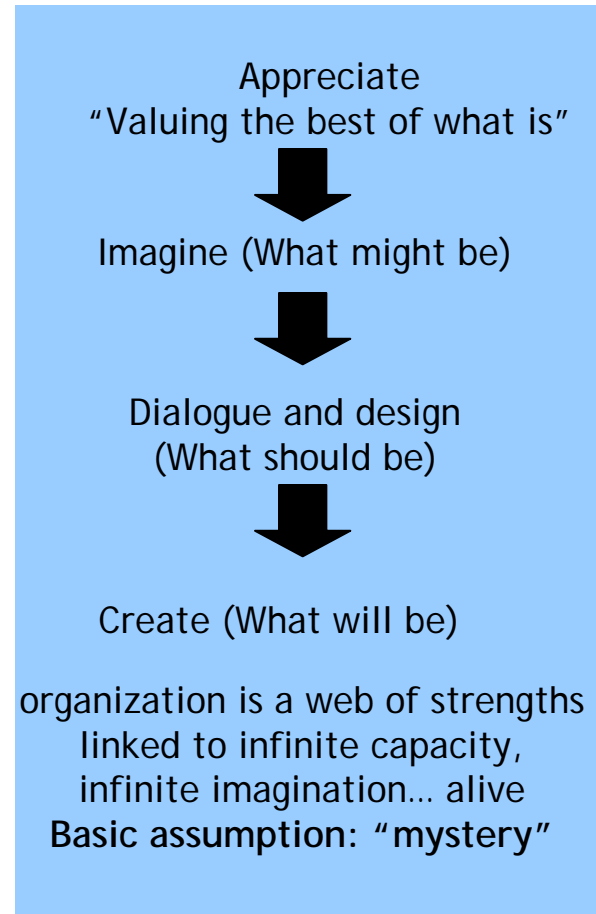
- Powerful Placebo
- Pygmalion
- Positive Affect
- Imbalanced “Inner Dialogue”
- Rise and Fall of Cultures
- Affirmative Capability

PROBLEM ANALYTIC CHANGE VS. APPRECIATIVE INQUIRY

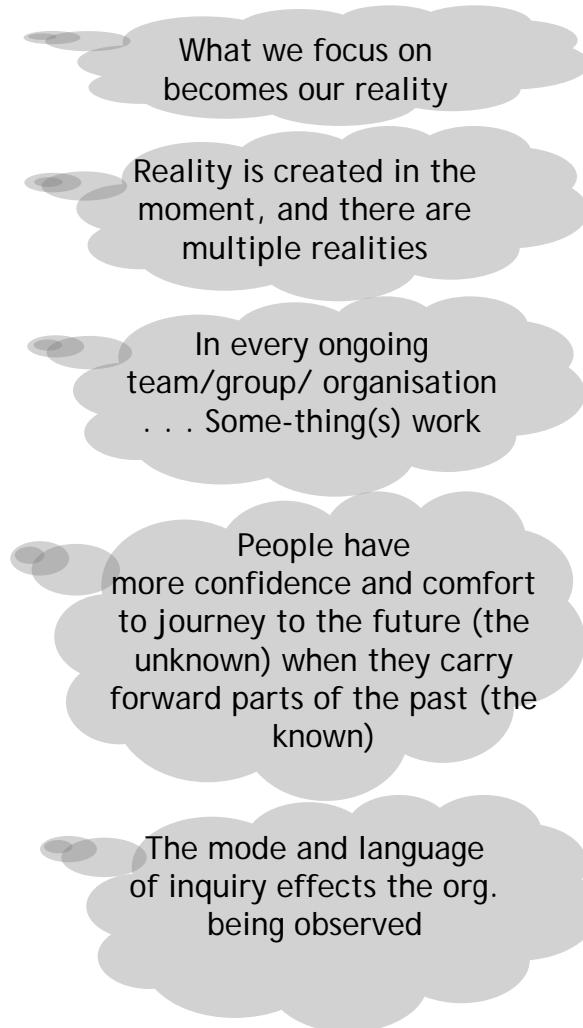
Problem solving
(deficit based change)



Appreciative inquiry
(strength based innovation)



Basic Assumptions



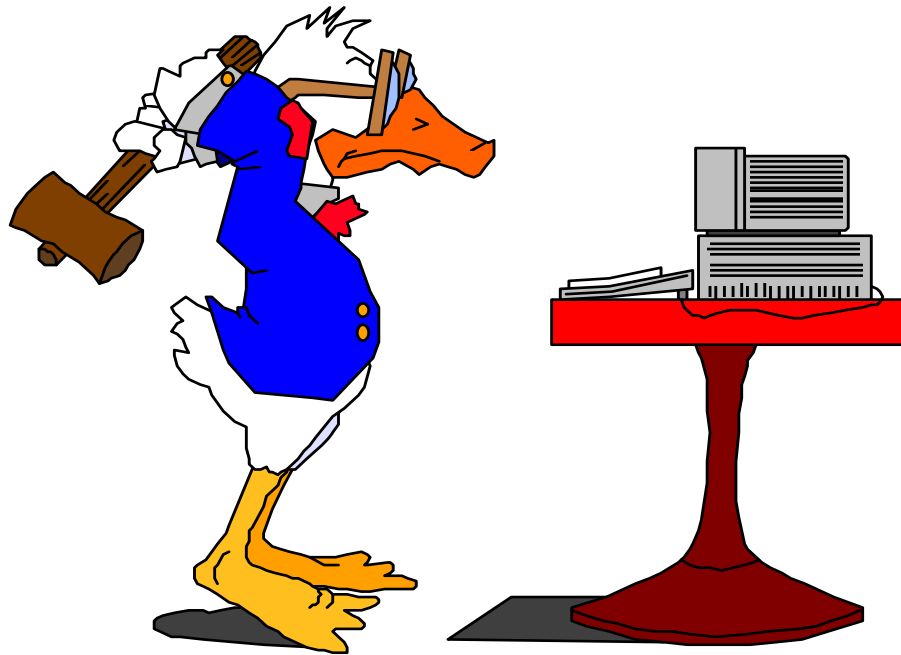
Deficit-Based Change: *Unintended Consequences*

- Fragmented responses
- Slow: Puts attention on yesterday's causes
- Few *new* images of possibility...self-fulfilling frames
- Downward spiral of deficit vocabularies
- Visionless voice...fatigue
- "The experts must know" ...dependence and hierarchy
- Weakened fabric of relationships
- Negative culture
- Out-of-sync with "new" economy of information--speed of e-commerce, diversity, relatedness, partnerships



Words Are Tools

To a hammer everything is a nail!



What would *you* call it?

(All these things taken together)

- Achievements
- Strategic opportunities
- Strengths
- Technical assets
- Innovations
- Elevated thoughts
- Best business practices
- Positive emotions
- Financial assets
- Cooperative moments
- Wisdom of the whole
- Core competencies
- Visions of possibility
- Vital traditions, values
- Positive macro-trends
- Social capital
- Embedded knowledge
- Business ecosystem eg. suppliers, partners, competitors, customer



The Positive Core

*AI systematically and collaboratively
creates a knowledge link between the
entire community and the life-
generating core of past, present, and
future capacities and opportunities.....
this ignites change!*

Whole Organizational Connection to the Positive Core

- **ELEVATES:** positive emotions of hope, inspiration, confidence, joy; raises intelligence; expands the language of life (internal dialogue); increases in appreciative interchange and mutually elevating relationships; high creativity, better decision making, increased collective capacity.
- **“Undo” NEGATIVE IMPACTS:** letting go, makes irrelevant, finishes the residual of negative past.
- **PROTECTION IN FUTURE:** Increases health-ability; resilience; accumulation of power; like an increase in immune system functioning.

In small groups...

Everyone listen for patterns/insights in three areas:

1. High point stories : An analysis of Root Causes of Success
2. Continuity themes : When we're at our best, what to keep , signature strengths
3. Images of the Future: Key visions

PATTERNS/THEMES

<u>HIGH POINTS</u>	<u>CONTINUITY</u>	<u>FUTURE: 2025</u>
<p>Share patterns, value diversity— PLUS one of the illustrative high point <i>stories</i></p>		

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
- **ROLES**: timekeeper, facilitator, notetaker, rapporter

Topic Choice



A Fateful Act:

*Communities Move in the
Direction of What We Most
Frequently and Systematically
Ask Questions About!*

Best Way to Build High Enthusiasm?

- Do an island-wide survey of **low morale**?
--OR--
- Magnify and learn from moments of **highest enthusiasm**?



Deficit Problems & Affirmative Topics

Deficit Issues

- *Sexual Harassment*
- *Staff Turnover*

Fear of Job Loss

Low Morale

Customer Complaints

Lack of Training

Missed Commitments

Affirmative Topics

- *Positive Cross-Gender Working Relationships*
- *Attracting & Keeping Great Staff*

Recent Topics

- Lightning-Fast Consensus
- Magnetic Connections With Customer
- Outstanding Arrival Experience
- Environmentally Sustainable Enterprise
- Digital Spirit
- Exceptional Business Partnerships
- Transformational Dialogue (Improbable Pairs)
- Revolutionary Customer Response
- Courageous Acts of Goodness
- Empowering and Enlightened Leadership
- Business as An Agent of World Benefit

Create “Topics” for Our Future

“Decide Today Our Aruba of Tomorrow”

- Build on initial interviews...themes, patterns
- Go beyond the data: 3-5 **transformational** topics
- Good topics are -
 - **Bold**...a stretch....beyond status quo
 - **Desired**...you want it
 - **Compelling**...potential to energize, mobilize, strategic
 - **Connect** seeming opposites (both/and)
 - **Generative** potential

What you study, GROWS

British Airways

- Approximately 1000 employees
- 22 Stations throughout North America
- “Pecos River” Workshops
 - ✧ Personal Awareness for all Employees
 - ✧ Target of Change - the People
- Appreciative Inquiry
 - ✧ “How to engage everyone in creating a culture of outstanding service?”
 - ✧ Target of Change: *the organization*

Getting to Transformational Topics

From

Baggage Problems



Service Recovery



To

Service Recovery

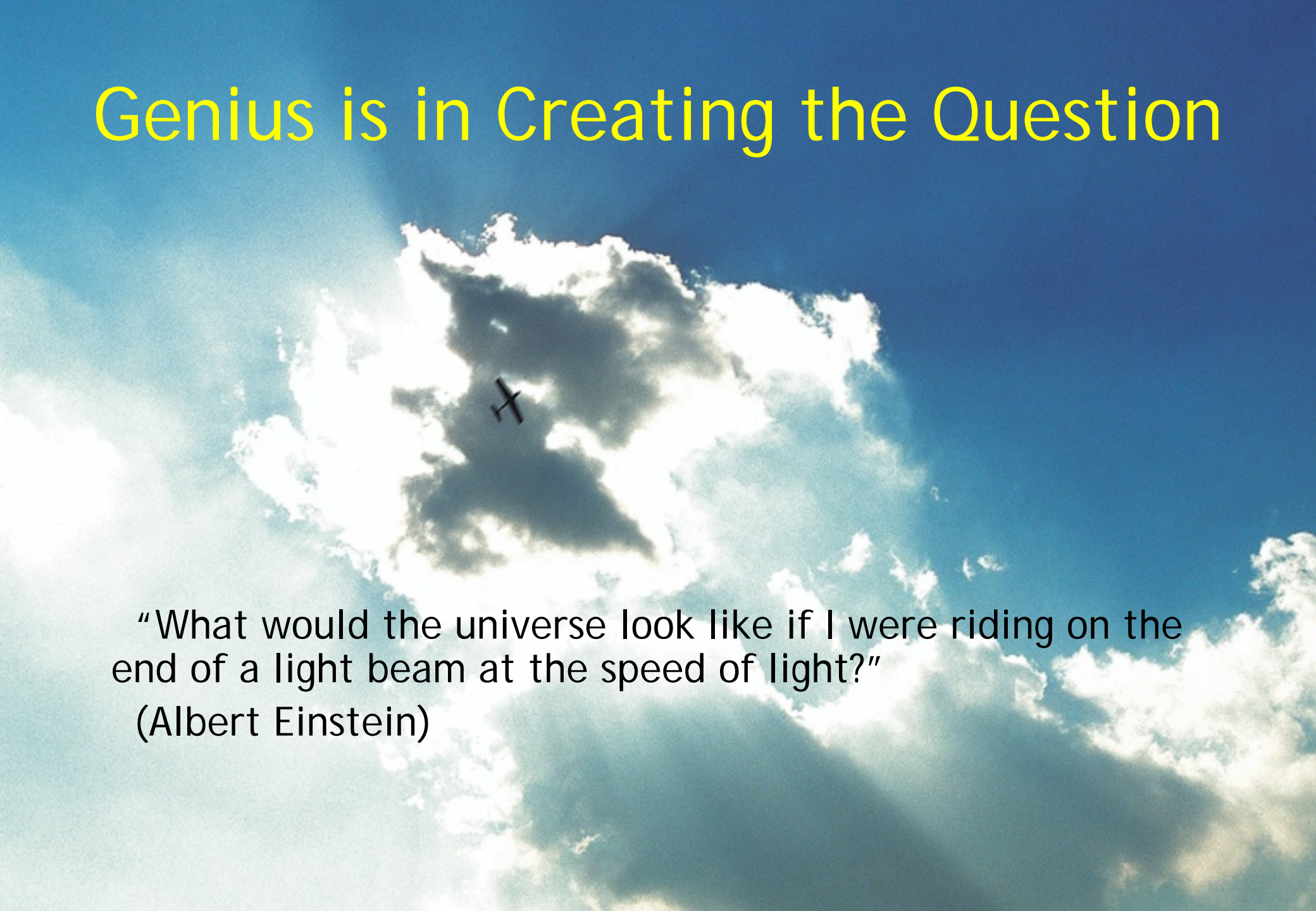
Exceptional Arrival Experience

- Final Topics:
 - ✧ People are Owners
 - ✧ Continuous People Development
 - ✧ Big Picture Harmony Among Work Groups
 - ✧ Exceptional Arrival Experience

SELECTING SIGNIFICANT TOPICS for: *Decide Today Our Aruba of Tomorrow*

- Base on the stories heard in initial interviews
- Select 3 - 5 affirmative topics
- Record your topics on a flipchart
- Prepare to present topics to the whole group and explain why they are relevant to the future success of the organization
- **Roles:** *volunteer for a role new to you...*
timekeeper, facilitator, notetaker, rapporteur

Genius is in 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)

The Art of the Question

- What's the biggest problem here?
- Why did I have to be born in such a troubled family?
- Why do you blow it so often?
- Why do we still have those problems?
- What possibilities exist that we have not thought about yet?
- What's the smallest change that could make the biggest impact?
- What solutions would have us both win?
- What makes my questions inspiring, energizing, and mobilizing?

Crafting the AI Question

DISCOVERY: What gives life?

Every question has 3 parts:

- **Positive preface:** a lead-in introduces your topic
- **Craft 2 questions:**
 - High point evokes a story from the person's history
 - Help give voice to their best images of the future

Review your interview guide

4 Foundational Questions

How can you build on these?

Q1: Peak experience or high point?

Q2: Things valued most about ...

- yourself?
- the nature of people in Aruba?
- life in your community?

Q3: What are the core factors that give “life” to organizing?

Q4: What are three wishes to heighten vitality and health?

Creating the New Question

From a study of employee
dissatisfaction and complaints to ...

Engagement & Positive Energy

- Organizations work best when they are vibrant, alive and fun. You know, when the “joint is jumping!” You can sense that the spirit of the organization is vital and healthy and that people feel pride in their work. Everyone builds on each other’s successes, a positive can do attitude is infectious and the glow of success is shared. What’s more, this positive energy is appreciated and celebrated so it deepens and lasts.
 - A. Tell me about a time when you experienced positive energy that was infectious. What was the situation? What created the positive energy? How did it feel to be a part of it? What did you learn?
 - B. If positive energy were the flame of the organization, how would you spark it? How would you fuel it to keep it burning bright?

Example #2

From Analysis of Baggage Delays to ...