

Your Extraordinary Life

Appreciative Inquiry

The Power of Game-Changing Questions



Course Workbook

This workbook supports understanding of content within this program

Presented by:



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What is Appreciative Inquiry?

AI is an innovative approach to problem solving and creating more of what you want

"We must become the change we wish to see in the world."

Gandhi

Understanding Appreciative Inquiry

Appreciative: A favorable assessment, admiration, approval or gratitude

Inquiry: A request for information, asking questions

Appreciative Inquiry is asking questions that are *appreciative* in nature in order to cause *intentional outcomes*.



It is a collaborative, encouraging process that meets the core need of all people for positive, intense connection, while providing a framework for gathering and sharing information with two or more members within an organization. It allows for a sharing of the best information between people. The basic process of AI is the use of *fateful* questions, resulting in interviews, conversations and stories that create positive future outcomes. AI is consistent with the latest research in the new sciences, including quantum physics, chaos theory, complexity theory, simultaneity, and constructivism.

Key Idea: Appreciative Inquiry (AI) helps people access positive memories that are often otherwise ignored.

"AI is a holistic model based on the belief that human systems are made and imagined by those who live and work within them. AI leads systems and individuals to the life-giving and creative images in their most positive core."

Magruder and Mohr, *Appreciative Inquiry: Change at the Speed of Imagination*

Characteristics of Appreciative Inquiry

1. Philosophy for creating evolutionary change
2. Flexible process for engaging employees using positive thoughts and feelings
3. Information gathering tool that allows bosses and employees to share the very best information
4. Questioning strategy that employs the use of fateful questions, resulting in interviews, conversations and stories that create positive future outcomes

Positive Files



“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

Assumptions About Appreciative Inquiry

1. In every workplace, something works.
2. Looking for what works well is more motivating and effective than looking for what does not work.
3. What we focus on becomes our reality.
4. Conversation and dialogue create images and images create reality.
5. The act of asking questions begins the change.
6. Organizations move toward what they ask about or focus on.
7. We have more confidence and comfort to journey to the future when we bring forward the past.
8. If we bring parts of the past forward they should be what is best.
9. By the words we use to anticipate and describe reality, we create reality.



Examples of Appreciative Inquiry

1. **Greeting:** “How are you?” or “What’s the best thing that has happened to you today?”
2. **Building teamwork:** ““Imagine a relationship you wish had better teamwork. Tell me the story of a time when you had a similar situation in the past and handled it well? Tell me what this relationship would look, feel and sound like at its best?”
3. **Leader** (i.e., work or elsewhere): “Turn to someone and share one thing you did this weekend you’re proud of.”
4. **During a meeting:** “What outcome would you feel happiest with? How would you and the others be feeling; what would you be doing?”

Contrasting Appreciative Inquiry with Traditional Problem-Solving



Traditional organizational problem-solving focuses on highlighting “deficits in the belief that the organization can be returned to a healthy state. Appreciative Inquiry suggests that by focusing on the deficit, we simply create more images of deficit and potentially overwhelm the system with images of what is wrong.”

Appreciative Inquiry, as a method of organizational problem-solving, takes on a different perspective. A problem is defined as having “an image of how a situation ought to be...Appreciative Inquiry suggests that, by focusing on an image of health and wholeness, the organization’s energy moves to make that image real.”

(Appreciative Inquiry: Change at the Speed of Imagination, Magruder and Mohr)

Traditional Problem Solving	Appreciative Inquiry
Identify problems. “He never helps with chores”	Appreciate what works. “When were you most in love? What is working?”
Conduct root cause analysis. “I think it’s that his mom did everything for him and spoiled him”	What supports change? “What successes/strengths can help now? What new ideas do you have? What visions?”
Brainstorm solutions and/or actions. “How about making a shared schedule of chores and sticking to it?”	Determine what could be. “What would your marriage look like if it were the most supportive possible?”
Develop action plans. “Write down the plan and review it weekly?”	Create what you want. “We will focus on the loving marriage we want.”
Metaphor: This is a problem to be fixed. “This is a problem and I have to fix it.”	Metaphor: This is a mystery, an opportunity. “This is a great opportunity to re-evaluate what we want and what makes us both the happiest.”

Digging Through Dirt

Panning for Gold

Key Idea: What we focus on becomes our reality. We often focus on what’s wrong or what’s missing and then tend to see everything through that filter.

Consequences of Deficit-Based Approaches

1. Defensiveness and Polarization
2. Separation (not my problem)
3. Slow: Puts attention on yesterday's negative causes
4. Produces "vocabularies of human deficit"



"Significant problems cannot be solved at the same level of thinking we were when we created them."

Albert Einstein

Bowling Team Example



There were two bowling teams, and they were both videotaped. The first team's video was edited so that it only showed their bad, weak, bowling moves. The other team's video was edited so that it only showed their strong, correct, bowling moves. Both teams watched the videos for the purpose of improving their games.

Which bowling team was able to improve its bowling game: the team that focused on its mistakes or the team that focused on its successes?

The team that watched its mistakes collectively improved by 30% (not bad huh?!) The team that watched its strengths collectively improved by 100% (doubled) and probably enjoyed its experience more.

Key Idea: Both ways produced results, but the appreciative way is easier, more graceful and efficient (people don't go into *protection* using AI) and works better.

List Your Own

Offer examples of instances in which you focus on *weaknesses*. Then offer some in which you focus on *greatest possibilities*. Describe how you feel and results from each.

From **Weakness/Mistakes**

From **Greatest Possibilities**

Appreciating AI Research

Key Idea: We practice mind over matter, through accessing positive thoughts.

Consider the following and write down any thoughts you have on each:

1. **Perspective:** Are you a weeder or a feeder?
2. **Manifesting:** Are you open to miracles?
3. **Language:** *“Have a good time. I know you’ll help if she needs anything!”* **VS** *“Be Good! Don’t give the babysitter a hardtime!”*
4. **Medicine:** The Placebo effect
5. **Education:** Rosenthal studies – Tagging high achieving students as *Laggers* vs *Spurters* and setting them back by years
6. **Psychology:** Cognitive inner dialogue - How we speak to ourselves in such a way that we create new outcomes?
7. **Visualization:** Do you use visualization to bring about what you want?



4. What do you think about ***Unleash your energy to fix what's wrong?*** Does focusing on the positive give us energy to fix what is wrong?

5. What do you think about ***Ride the changes?*** Does change hold the most potential for success? Is it negative? Can you think of a period in your life that was a time of great change? How did this influence you?

6. What do you think about ***Take yourself to the edge?*** Do you think you always need to take yourself to your edge? Are there times when “good enough” really is good enough? How does “going to the edge” apply in your job? What will I gain even if my efforts fall short?

7. What do you think about ***Be the best for your world?*** List 2-3 attributes you have and can use to “be your best for the world” and in your job, life, or community?

Appreciative Inquiry

1. Creates a critical mass of people drawing on positive images
2. Focuses healthy chaos to generate quick, new, creative, solutions
3. Focuses self-determination and purposefulness (personal power)
4. Work with others, not do to them
5. Leverage the power of language, images and feelings and use them to create.



Effects of Appreciative Inquiry

Appreciative inquiry deeply, positively impacts individuals, teams, and entire organizations. Effects include:

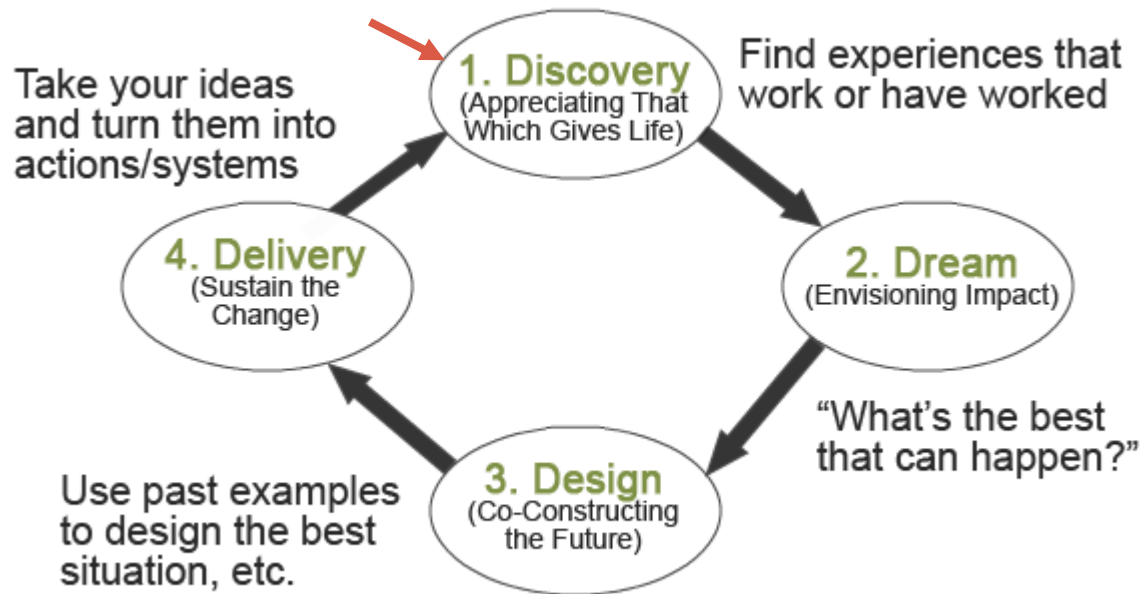
- Creates a critical mass of people drawing on positive images
- Focuses healthy chaos to generate quick, new, creative solutions
- Focuses self-determination and purposefulness (personal power)
- Works *with* others, not do *to* them
- Leverages the power of language, images, and feelings and uses those to create the desired outcome



Directions: Consider and prepare your answers to the following questions.

1. In an earlier session, you learned about the 4 intrinsic motivators. The first one is a *sense of meaningfulness*. Creating a critical mass of people who draw upon positive images and elevate enthusiasm IS meaningful. **Like the company giving out gas cards to strangers, can you give one example of re-energizing that you've experienced?**
2. **Consider chaos** (the kind that happens during innovative change when there's no defined method for doing things). **How does appreciative inquiry support chaos that's positive rather than negative?**
3. In an earlier session, you learned that one of Alfred Adler's concepts is that we are all always *purposeful*. **How does Appreciative Inquiry direct purposefulness that moves people out of victim-thinking and behaving?**
4. Working with others, not doing to them is much like moving from chaos (trying to fix, convert, heal, or change people) to empty. **Give an example of a situation in which you have disagreed with another person, but maintained working WITH this person in a positive way and refrained from *DOING* anything *TO* them?**
5. **What are some ways you can consciously use language that creates positive images and feelings?**

The 4 – D Cycle



Phase 1: DISCOVERY

The Appreciative Interview – The Beginning of Discovery

Key Idea: The Appreciative Interview is the heart of Appreciative Inquiry and occurs first in the Discovery phase.

1. Two-person interview where each person will be both the person being interviewed and the interviewer
2. Each person is interviewed for approximately 45 minutes
3. An interview guide, developed by a core team, is used as a framework for the interview
4. An interview guide, developed by a core team, is used as a framework for the interview. The interview guide usually contains 4 generic questions plus other more specific questions designed by a project team
5. The interview follows its own pace and direction with interviewers asking follow-up questions to those posed on the interview guide
6. The interviewer should take notes and be prepared to discuss the interview during an interview debrief period.

Discovery

1. Select a **Core Team**
2. Core team creates an **AI Interview Protocol**
3. Core Team **conducts AI Interviews with all the stakeholders**
4. Post-interviews are debriefed to determine major **themes**



Appreciative Interview Tips

1. **Focus on what's working:** Past, current or future successes
2. **Avoid Analysis and Negativity:** Refocus them
3. **Probe Relentlessly:** Encourage stories, details, feelings, dialogue, images
4. **Listen Intently:** Be very curious, they do all the talking, you hang on every word, allow for silence
5. **Use Interview Questions:** Follow the script and ask clarifying questions on surrounding conditions
6. **HAVE FUN!**

Appreciative Inquiry: Self – Talk and the Positive Core

Internal Dialogues take place every day in an organization, in meetings, on telephone calls and around water coolers. An image of the future of an organization emerges in these conversations that are always taking place, may they be positive or negative.

Positive

Positive self-talk is the hallmark of a healthy organization
Promotes high performance and constructive organizational change
Stories of an organization often propel an organization to its greatest success

Negative

Negative self-talk is at the core of an unhealthy organization
Drives Low performance and inhibits organizational change
Organizations whose stories are negative fall into dysfunction

Key Idea: The purpose of Appreciative Inquiry is to Allow individuals to reveal the positive organizational attributes and activities (hidden strengths) that have allowed the organization to function at its best.

The Debriefing Process –

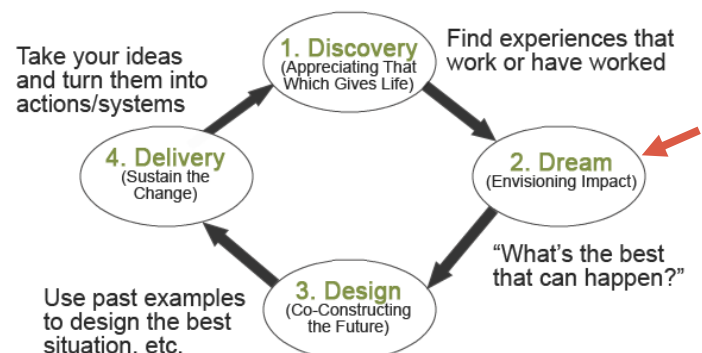
1. What was this experience like for you?
2. What did you learn?
3. What do you believe should be happening to create the greatest outcomes possible?
4. What common themes are emerging?

Phase 2: DREAM

Key Idea: The purpose of the Dream phase of the Appreciative Inquiry Process Cycle is to allow individuals to envision what their organization would look like if it were fully aligned around its strengths and aspirations.

An organization holds an IMAGE of where it wants to go. The image activates conversations, choices, commitments, and behaviors.

As people imagine and dream, they begin to invent ways to accomplish their hopes and dreams. Their positive images become agents of change.



Dream

1. Determine **positive core** because it is **heliotropic**
2. Identify potential **trajectories**
3. Clarify high level **provocative propositions**



"What's the best that can happen?"

Dream Big

Look back at your responses to the four generic questions (page 3) and consider question 4:

If you had three wishes for your organization, what would they be?

Choose one of the three wishes.

1. Describe what the organization would look like if that wish were fulfilled.
2. Before you begin writing your description, close your eyes and try to develop a mental image of the future state.
3. Be prepared to share your thoughts during your group session.



My WISH is:

The image of my wish looks like (what's the story?)

The Dream phase of the Appreciative Inquiry Cycle invites an organization to change its internal dialogue by asking all participants in the organization to:

1. Engage in Positive Conversations
2. Think GREAT Thoughts
3. Create New Possibilities
4. Build on the Positive Core
5. Aim Higher
6. Think like an artist

"Go Confidently in the Direction of Your Dreams. Live the Life You've Imagined."

Henry David Thoreau

The Dream phase is inspiring, healthy and encouraging

"When we dream alone, it is just a dream. When we dream together it is the beginning of a new reality."

Brazilian Proverb

Identify the Positive Core

Finding all root causes of success

This exercise is to help you identify root causes of successes, and then discuss answers to 2 key question types (questions within them may vary). These are taken from an AI Interview process:

Discovering resources in our community

What attracted you to the organization?

What are some high-point experiences for you in our organization?

What do you value most about our organization?

What images do you have for the future of our organization?

Discovering the positive core of our organization

When we are at our best. This becomes a series of questions used to uncover strengths, assets, capacities, traditions, and practices unique to our organization at its best.

Interview Protocol (A Core Group Starts, Then Engages All Stakeholders)

Key Idea: The process of AI begins with a **core group** of individuals with a common idea of a need for change within the entire organization or a specific part of it. They agree on an **interview protocol** or *questioning process and specific interview* and then use it to ascertain the thoughts of all or most stakeholders. Although the idea begins with a core group, it does not remain strictly the platform of that group. For AI to be effective, it must be expansive and inclusive and engage as many people as possible.

See a sample of a complete **Interview Protocol** in this workbook.

Sample Interview Protocol Created by a Core Team

COMPANY NAME

“Moving Forward into Greater Success and Fulfillment”

“When I dream alone, it is just a dream.
When we dream together, it is the beginning of reality.
When we work together, following our dream, it is the
Creation of heaven on earth.”

Adapted Brazilian Proverb

The Appreciative Interview

Task: For the next 40 minutes you will be sharing interviews with another person; you may not even know him or her well. You interview your partner for 20 minutes, then switch roles, and your partner then interviews you. Decide who wants to be interviewed first. As you listen to your interview partner, jot down words, phrases, quotes, anything that stands out for you as exciting and important. It is not necessary to take detailed notes. Just capture enough to help you recall the story so that you can share it later.

NOTE: Appreciative Interviews differ from traditional interviews in that the questions are simply guidelines that lead the person being interviewed to delve into the most creative, exciting, life-giving experiences that they have had in their life and work. It is not as important to answer every question as it is to tell a complete story, evoking the situation complete with details of what happened and the feelings involved. The goal is to help the person doing the interviewing experience the situation being described as much as possible. The interviewer’s role is to LISTEN, occasionally prompting the person being interviewed to be more descriptive or to enlarge upon the story.

Celebrating Your Strengths and Past Successes

Tell me about a peak experience or high point in your professional life – a time when you felt most alive, most engaged, or really proud of yourself or your work. What was it about you, the situation, the company, the teamwork, and/or the leadership that allowed that peak experience to emerge?

In today’s complex and ever-changing work environment, teamwork is an essential ingredient for success. In a high-performance company, teamwork fosters collaboration, which results in the company being better and becoming a better place to work. Winning teamwork requires common goals, open communication, and full participation in planning and decision-making. Most people work best in a team environment where enthusiasm and team spirit are high, where ideas and information is shared, and where team members work together to accomplish common goals. It has been said that the results of teamwork are greater than the sum of the parts. The synergy that comes from winning teamwork adds value to team members, customers and the company.

1. What are the qualities in the existing _____ (Company Name) team that most foster enthusiasm, information sharing, and collaboration toward common goals?

2. Describe the best, most winning teamwork you have ever seen or been a part of. What was it about the team's abilities that caused you to define them as best? What were conditions that allowed winning teamwork to emerge?

3. What can we do to foster winning teamwork at an even higher and more consistent level throughout _____ (Company Name)?

Fast forward five years. Your highest hopes and aspirations for excellence, learning, and spirit are being realized. Relationships within the company and with clients magnify the entire groups' strengths that enable outstanding service, efficiency, and effectiveness in practices. The quality of work has been amazing. The quality of working life for everyone in in our company has expanded more and more each year.

Tell me what to you see in our improved company? What are we doing? How are we working together differently? What was the one small and first step we took which ignited these positive changes?

Strategizing

(COMPANY NAME) _____ **Vision Statement:**

Imagine arriving at _____ (Company Name) tomorrow and experiencing this as your new reality. You are part of this energetic, cohesive, team that is experiencing outstanding results.

What does a quality member of this team look and act like? What values do they put forth?

Types of Interview

Questions

Step 1: Think about your organization. What areas of the organization might you improve? Below, list three areas of **improvement** you think might be good to explore. Remember: Don't dwell on the negative; focus on areas where you know improvements could happen if people were to imagine the possibilities?

- 1.
- 2.
- 3.

Step 2: What types of appreciative questions would you ask about each improvement? Most people immediately ask a question in a negative sense. If you need to, write a negatively stated question first, then restate it as a positive one.

Example: **Negative question** – If you could change the way we conduct our annual reviews, what changes would you make?

Example: **Positive question** – Tell me about the best annual review that you ever participated in? What made it such as positive experience?

1. Improvements?

2. Positive stories?

3. Possibilities?

AI is a Change of Focus – YOU change your focus.

FROM

Focus on a specific problem

TO

Focus on positive, life-giving forces

How are the life-giving forces of an organization discovered?



Appreciative inquiry leads people to experience the four core needs! After you do your interview, you debrief:

The Debriefing Process

1. What was this experience like for you?
2. What did you learn about yourself?
3. What common themes did and your partner share?
4. What do you believe should be happening to create the greatest outcomes possible?
5. What are several things you want now as a result of this interview?



Themes (and the images associated with them)

Themes are life-giving forces. . .

1. They can emerge from any interview question and are generally occurring through multiple interviews as discovered in the debriefing process
2. They provide a link between an organization's past and future images of progress.
3. They provide the key to discovering the positive core of the organization.
4. They are a generalization of the specific ideas shared by individuals in an organization

From the theme, a shared image of the organization's potential could come forth and cause the people of the organization to begin to DREAM. What themes do you believe might be shared by your entire staff?

Themes

Out of the Interviews of the stakeholders and during an interview debriefing process, themes emerge. These themes are essential to discovering the positive core of the organization and will be used as a guide for the *DREAM* phase of the process.



The theme is an idea or concept that repeatedly occurs when stories are being shared by those interviewed and the person interviewed expresses joy, excitement or positive reactions to the subject they are talking about.

The Heliotropic Nature of Organizations

Key idea: Human Systems, like plants, grow in the direction of positive energy



Possibilities

Key Idea: Dreaming is opening to a world of new possibilities - to even go beyond that which you ever thought was possible. Stakeholders begin to wonder about their organization's greatest potential and engage in "What if" conversations. A new narrative emerges, one with historical roots in the organization's past, because it is an outgrowth of the success stories of the stakeholders.

1. The new narrative separates Appreciative Inquiry from other planning methodologies.
2. The new narrative creates a vibrant image of the future.
3. This image is created from conversations with stakeholders.
4. This image of what is possible both drives and limits the activities surrounding it.



Definition of Terms

Core Team: A cross-section of people from all business areas, so all stakeholder interests are represented.

Interview Protocol: A document designed by a core group to aid in the interview process for all stakeholders.

Stakeholder: Everyone in the organization who has a stake in the outcomes of the AI process for change.

Debriefing: A process in which shared themes are identified through a sharing and summarizing process.

Theme: An idea or concept that repeatedly surfaces in debriefing after the interview protocol occurs.

Positive Core: Main conclusion describing what most gives life to everyone and matters most (e.g. **Mission** and **Purpose** in the LifeWork Systems blueprint).

Heliotropic: Moving in the direction of what is most pleasurable, positive, and life giving.

Trajectory: A far-reaching target; something to shoot for that is encouraging (e.g. financial wealth for all).

Provocative Proposition: A vision statement(s) that will be explained (after stated) within a set of *possibilities*. It's the declarative statement that's big, hairy and audacious. It stretches and challenges, is feasible, is desired by all, is stated positively, guides next steps, and is expansive (e.g. It's a **Vision Statement** in the LifeWork Systems blueprint process).

Possibilities: Images of results and success coming from positive past, present and future stories and events.

Dream: This is like an expanded vision in the LifeWork Systems blueprint process; it's a description and story you would tell when all results and feelings play out; when any provocative propositions are fulfilled.

Business and Human Systems: Every process for getting, delivering, running and guiding the business.

SMART Goals: These are specific, measurable, achievable, reasonable and time-bound goals that include not only what goal, completed by when, but procedures for how, as well as roles for who is assigned to each.

Commitment, Offer, Request: People jumping in to ask for, offer and receive help to accomplish the dream.

Make It Personal

Key Idea: Appreciative Inquiry not only applies to the organization, but also to the life of the individual. Are you seeing ways that you can apply the principles of AI to your own life? Think about each of the following statements and decide whether you Disagree, Somewhat Disagree, Somewhat Agree, or Agree. Choose your response here and circle them.

1. We construct stories together with our thinking about what happens and who we are.

Disagree Somewhat Disagree Neutral Somewhat Agree Agree

2. Our story is one perspective; there are an infinite number of perspectives.

Disagree Somewhat Disagree Neutral Somewhat Agree Agree

3. We have poetic license to create, interpret, and focus our stories; whatever we focus on expands.

Disagree Somewhat Disagree Neutral Somewhat Agree Agree

4. There is always a positive side to any situation or person, but we have to choose to find it.

Disagree Somewhat Disagree Neutral Somewhat Agree Agree

5. We anticipate what a future can be by forming pictures in our minds; then we live into those images.

Disagree Somewhat Disagree Neutral Somewhat Agree Agree

6. We can deliberately change the future by visualizing what we want.

Disagree Somewhat Disagree Neutral Somewhat Agree Agree

7. The moment we ask about something, we simultaneously begin to move toward it.

Disagree Somewhat Disagree Neutral Somewhat Agree Agree

8. Questions are a powerful tool for positive change.

Disagree Somewhat Disagree Neutral Somewhat Agree Agree

Dream Big

Key Idea: Using the following prompts, write a sentence of how the principles of AI can open up the possibilities in your life. Record your thoughts below (or on a separate page if needed) Do not feel you must answer immediately.

1. Describe a story about when you did something for which you were very proud?
2. What made it happen?
3. What was happening at that time in your life?
4. What type of support did you seek out or experience?
5. What part did you play?
6. Think of multiple times in your life when you felt this way (proud) . As you compose your responses, can you now identify in your answers a “theme” of what makes you feel proud of your accomplishments?
7. *Dream Big* – Can you imagine a life in which you are regularly accomplishing that which makes you proud?

Articulating the Dream

Key Idea: The articulation of the *Dream* should encapsulate the collective voice of the stakeholders, and there should be consensus among all, that this articulation reflects the collective will.

It starts with a description of the organization's culture, relationships, and overall feel of the organization. The articulation may be a statement, collage or vision board, song, skit, poem, quote or any other type of creative expression. Here's an example from Judy Ryan about her dream for LifeWork Systems (2004).

Passionate People for Peace


People of strength, comfort, and light
People of focus, committed to a future that's bright
People building new ways for the world to see
Creating beacons of hope that show what life can be

People with smarts, savvy, and flair
Who show the world how to mindfully care
Who create a network of positive strategies and skill
So people stop resorting to force, domination, or the kill

People who learn and apply the best relationship tools
So those whom they lead can avoid acting like fools
People who are fun, free, spiritual, and wealthy
As they choose to be socially and emotionally healthy

People of heart, creating as a wise team
As fluid and flexible as a cool running stream

Provocative Propositions



A provocative proposition, aka a *possibilities* statement, is an overarching statement that expresses the shared vision for an organization. This is done for professional and personal vision-setting. This should be a BHAG or a big, hairy, audacious goal.

In our blueprint process (in a future module), this correlates to creating vision statements, their connection to your overarching mission or purpose and your core values. These *provoke* a flow of awareness and declaration for specifically what you want. It's like when you were a kid and made your Christmas list with excitement and enthusiasm, not focused on the how.

"In my experience, which is curious to me, I have never seen people create propositions about creating more hierarchy, more command and control, more inequality, more degradation of the environment, more socially irresponsible business practices, etc. Indeed the propositions, as I've seen then written, have always moved in a direction of more equality, more self-organization, more social consciousness in terms of business practices, and the breakdown of arbitrary barriers between groups and functions. I have wondered...why?"

David Cooperrider

Provocative Propositions (continued)

Key Idea: A provocative proposition, a.k.a. possibilities statement, is an overarching statement expressing the shared vision of the preferred future for an organization. It challenges the reader to *Dream Big*. An example of a Provocative Proposition is: "We will put a man on the moon." It is often *almost* unbelievable.

1. How do you respond to Cooperrider's question?
2. Despite this, what barriers might people have to using Appreciative Inquiry? Why?

Appreciative Inquiry at Its Best

Appreciative Inquiry is at its best when there is no part of the organization where change is off the table; the stakeholders involved in the AI process are creating shared visions that incorporate shared money, power, learning, decision making and distribution of resources.

Provocative Proposition Statements

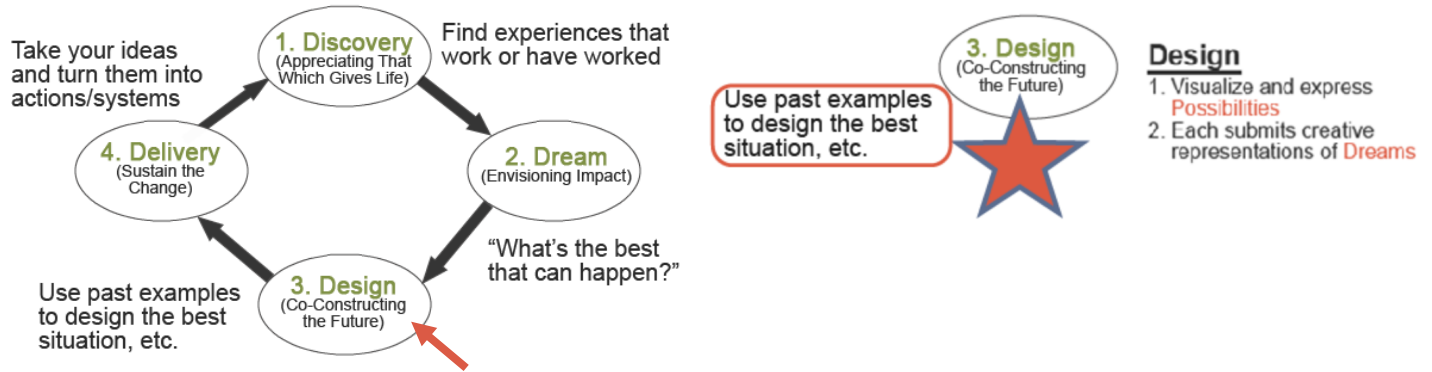
A good provocative proposition statement has the following characteristics:

1. **Provocative** – It stretches and challenges the status quo
2. **Grounded** – It contains examples of how the statement is a real possibility
3. **Desired** – Stakeholders want it
4. **Affirmative** – It's stated in a positive tone
5. **Guiding** – It provides guidance for the organization's future
6. **Expansive** – It expands the realm of possible change
7. **Involvement** – As many stakeholders as possible were involved in the process

"It may be hard for an egg to turn into a bird; it would be a jolly sight harder for it to learn to fly while remaining an egg."

C.S. Lewis

Phase 3: Design



Design Possibilities

The following areas (improvements, positive stories, and possibilities) were asked about in your protocol document (appreciative interview) and used to interview all stakeholders. Here’s where you recall common reflections to incorporate into your further visualization and expression of possibilities (visions) and the components within them. This is where you stretch to paint the emerging picture including the proposition, results, and feelings.

1. Improvements: Below, list *at least 3 or more* areas of *improvement* to explore. Remember: Don’t dwell on the negative; focus on areas where you know improvements could happen if people were to imagine the best?

- 1.
- 2.
- 3.
- 4.

2. Positive stories: What positive stories can you share that are commonly recalled or deeply inspiring?

- 1.
- 2.
- 3.
- 4.

3. Possibilities: What possibilities stretch and guide our next evolution?

- 1.
- 2.
- 3.
- 4.

4. Evolution: What is the world calling for our organization to be?

- 1.
- 2.
- 3.
- 4.

5. Enlivening and Exciting: What are the most enlivening and exciting possibilities for our organization?

- 1.
- 2.
- 3.
- 4.

6. Inspirational: What are the inspirations supporting our organization?

- 1.
- 2.
- 3.
- 4.

Design Your Possibilities (Vision in your Design) and express it in words and in creative representations.

Phase 4: DELIVERY

A Core Group of Stakeholders Commits to Deliver Change.

The Importance of Change

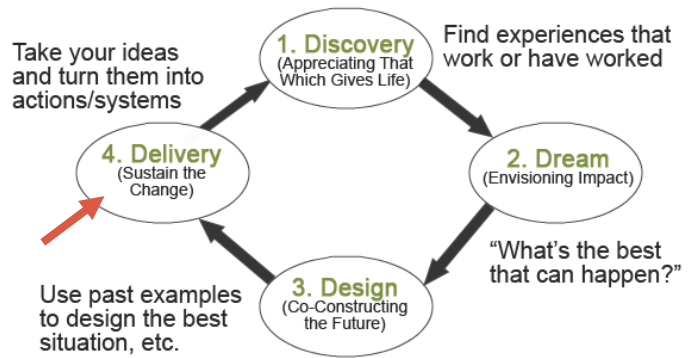
“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.”



Delivery Begins with a Decision to Change

Key Idea: *Delivery* therefore, begins with a decision for change. Once possibility statements have been written, the avenue for change is set, and the framework for change is decided. Just as there is no truly set process for implementing AI, there is not a single process for delivery of AI.

Each individual or organization effectively sets its own rules and processes for delivering change.



How do you respond to John F. Kennedy’s quote below? **Circle one.** Why? **AGREE** **DISAGREE**

What implications does this idea have for your own life?

“Change is the law of life and those who look only to the past or present are certain to miss the future.”

John F. Kennedy

An Appreciative Eye

Key Idea: In the *Delivery* phase of the AI process, every aspect of the organization that has been designated to experience change is looked at with an “appreciative eye,” which analyzes every system, procedure and way of working. All Stakeholders are invited to participate and are invited to a commitment session where they discuss what they can and will do to contribute to positive organizational change. This phase marks the beginning of an appreciative learning culture characterized by continuous learning, adjustment and improvisation. Everything centers around the shared ideals of the stakeholders of the organization.

The *Delivery* process is not the end of the story. Delivery is ongoing; as it occurs, more questions are considered, which takes the organization back full circle to the beginning of the process, Discovery. New areas of the organization are discovered that need changing and the process begins again.

Ask the Right Questions (Keep focus on the DREAM image)

Key Idea: The *Delivery* phase translates the *Dream* into reality. This is where the real work is accomplished. During this phase, stakeholder’s holders need to be continuously encouraged to focus on the big picture – Remember the *DREAM*. Meeting together is essential as it gives stakeholders the opportunity to establish relationships, continuously learn, and vocalize what they are experiencing.



During this phase, some essential questions can keep stakeholders on the right track and these questions underlie the success of the *Delivery* of change.

1. What specific changes have we made in the last months that are helping us achieve our dream?
2. What do we intend to do next month that will bring us further along the road to achieving our dream?
3. What challenges are we facing as we pursue our dream?
4. How do we plan to tackle these challenges?
5. What support do you, the stakeholders, need in order to successfully realize the dream?
6. What new areas of the organization need to be explored as we move in the direction of the dream?

Questioning

Key Idea: Questioning is an essential element of Appreciative Inquiry. Can you think of any additional questions that could be asked during the delivery phase that would help spur others further in the direction of the goal? Write your answer below.

The Importance of Change

John F. Kennedy once said, “Change is the law of life. Those who look only to the past or present are certain to miss the future.”

1. Do you agree? What implications does this idea have for your own life? The life of your organization?

*“Change will not come if we wait for some other person or some other time.
We are the ones we’ve been waiting for. We are the change that we seek”*

Now, to bring this exercise to a more personal level.

1. What would success look like for me? What is MY VISION? How can I bring my vision to life?

2. Later, when you have time, create a picture, poem, provocative proposition (or other expression) on the back of this page that bridges the best of “your strengths and who you are” with your “desired future.”

Here is an example of a philanthropic, personal provocative proposition.

“Using my talent for creating beauty and hope, I help uplift the spirits of my_____ (COMPANY NAME) team members and the customers I serve. I treat every landscape, co-worker and client with immense respect and appreciation, and everyone feels better and more caring in their own lives as a result of my commitment to beauty and caring in all that I do.”

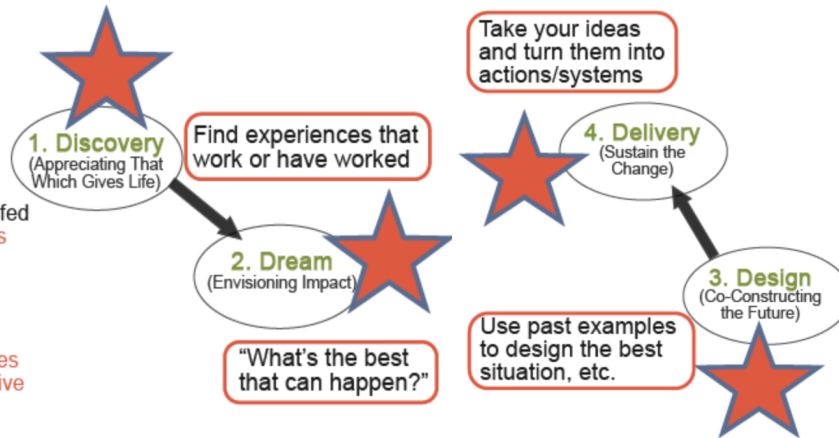
The 4-D Cycle

Discovery

1. Select a **Core Team**
2. Core team creates an **AI Interview Protocol**
3. Core Team **conducts AI Interviews with all the stakeholders**
4. Post-interviews are debriefed to determine major **themes**

Dream

1. Determine **positive core** because it is **heliotropic**
2. Identify potential **trajectories**
3. Clarify high level **provocative propositions**



Design

1. Visualize and express **Possibilities**
2. Each submits creative representations of **Dreams**

Delivery

1. Continue to change existing, and create new, **business and human systems** using AI
2. Create **SMART goals**
3. Assign and communicate **commitments, offers and requests** needed for delivery of designed changes to occur

Appreciative Inquiry Activities Checklist

Discovery	<input type="checkbox"/> Clarify <u>provocative propositions</u> (Declarative statements that stretch, challenges, are feasible, desired, positive, guiding, and expansive)
<input type="checkbox"/> Select a <u>core team</u> (A cross-section of people from all areas, representing all interests)	Design
<input type="checkbox"/> Create the <u>AI interview protocol document</u> (A document designed by a core group to aid in the interview process for all stakeholders)	<input type="checkbox"/> Visualize and express <u>positive possibilities</u> (Images of results and success coming from positive past, present and future stories, events)
<input type="checkbox"/> Conduct <u>AI interviews with all stakeholders</u> (Stakeholders are all in the organization with a stake in the outcomes of AI process for change)	<input type="checkbox"/> Stakeholders' <u>express dreams creatively</u> (A creative expression of a story when provocative propositions are fulfilled)
<input type="checkbox"/> Debrief <u>interviews</u> (Using questions on page 4)	Delivery
<input type="checkbox"/> Debrief with <u>core group</u> (A process in which shared themes are identified - page 4)	<input type="checkbox"/> Identify and <u>change new or existing systems using AI</u> (Every process for getting, delivering, running, and guiding business)
<input type="checkbox"/> Determine <u>themes</u> (An idea or concept that repeatedly surfaces in debriefing)	<input type="checkbox"/> Create <u>SMART goals</u> (specific, measurable, achievable, reasonable, and time-bound goals)
Dream	<input type="checkbox"/> Make <u>requests, offers and commitments</u> (People jumping in to ask for, offer and receive help to accomplish the dream)
<input type="checkbox"/> Determine <u>positive core</u> (Main conclusion; what most gives life to all and matters most)	<input type="checkbox"/> Capture goals, procedures, and roles in blueprint
<input type="checkbox"/> Identify <u>trajectories</u> (A target; something to shoot for that is encouraging)	Note: Heliotropic : Moving in the direction of what is most pleasurable, positive, and lifegiving.



It Just Got Real!

Name _____

Date _____

A-Ha Idea

Challenges or Barriers

Resources (how will you overcome challenges or barriers?)

1

Next Step

Date

A-Ha Idea

Challenges or Barriers

Resources (how will you overcome challenges or barriers?)

2

Next Step

Date