

# Appreciative Inquiry

**Richard Hughes**

# Session Plan

- You will be introduced to a concept called Appreciative Inquiry\* (AI) and how to utilise this within your role
- How AI enables you to realise change

\*<http://www.davidcooperrider.com/tag/appreciative-inquiry/> Cooperrider, D. L. & Srivastva, S. (1987). Appreciative Inquiry in Organizational Life. Research in Organizational Change and Development, 1: 128-169.

# Appreciative Inquiry .....

If we continue to search for problems, we will continue to find problems.....

If we look for what is best and learn from it, we can magnify and multiply our successes .....

Problem Solving	Appreciative Inquiry
<ul style="list-style-type: none"><li>•What went wrong here?</li><li>•How can we avoid doing that again?</li><li>•Why are we missing forecast?</li><li>•What is wrong with communication?</li><li>•Why is employee engagement so low?</li><li>•What gaps do we need to close?</li></ul>	<ul style="list-style-type: none"><li>• <b>What's working here? How might we get more of that?</b></li><li>• <b>What helped us accomplish this?</b></li><li>• <b>What can we learn from this?</b></li><li>• <b>What possibilities exist that we haven't yet considered?</b></li><li>• <b>What is it that keeps us energized and engaged?</b></li><li>• <b>What's the smallest change that could have the biggest positive impact?</b></li></ul>

# A cultural shift.....

- It's a positive way of thinking/acting.
- Looking for what works well and doing more of it is more effective than looking for what doesn't work and doing less of it.
- It generates new energy and enthusiasm.
- It's important to focus on what you ask and how you ask it.

The work of leaders changes.....

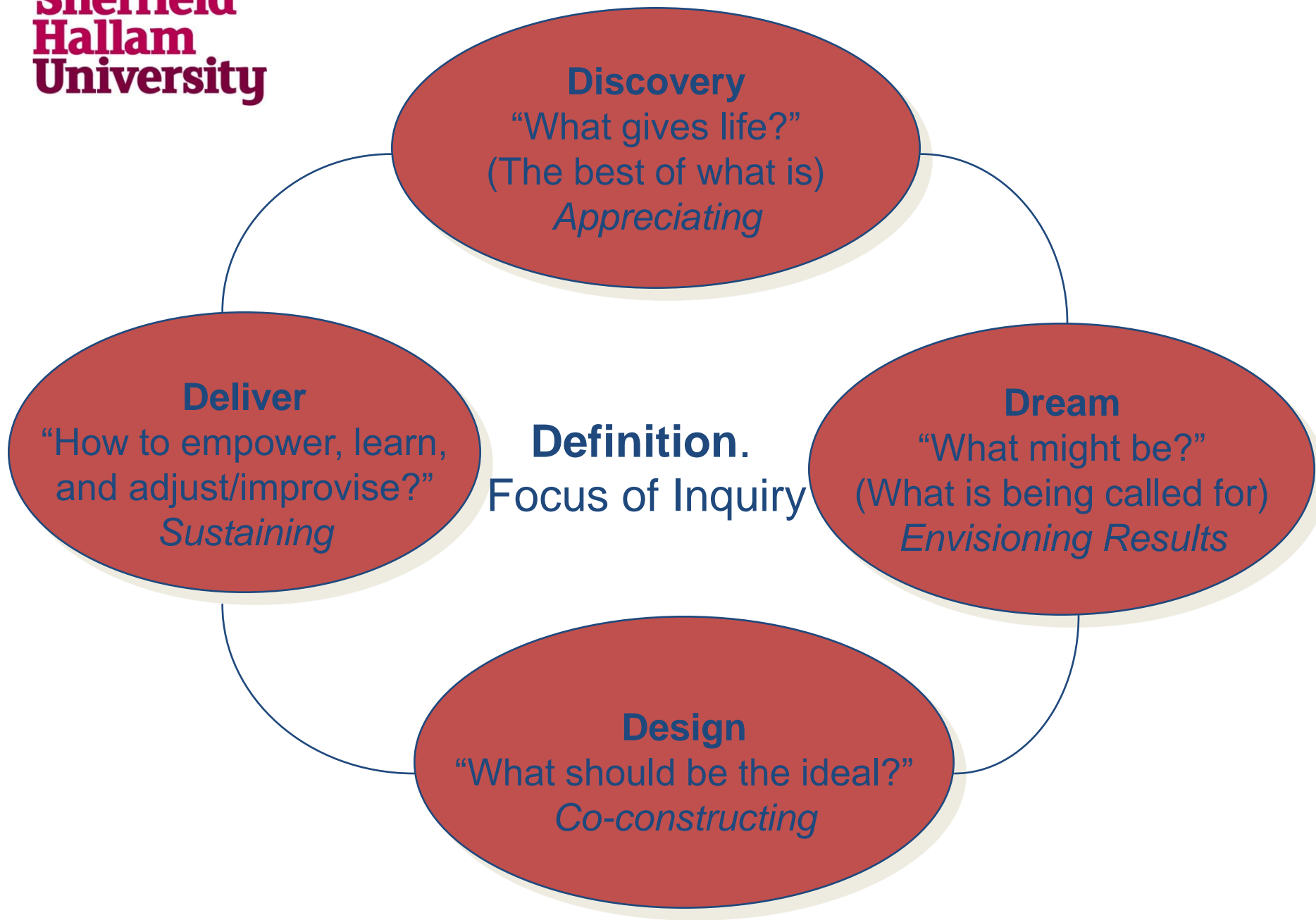
- Old work: leaders are responsible for finding and solving problems
- New work: leaders enable others to find the possibilities, energise the vision and create a new future.

**Appreciative**—AI looks for the ‘positive core’ of the organisation and seeks to use it as a foundation for future growth.

**Provocative**—AI invites people to take some risks in the way they imagine the future and redesign their organisation to bring it about.

**Applicable**—AI is grounded in stories of what has actually taken place in the past and is therefore essentially practical. It is not a ‘pie in the sky’ approach but instead seeks the best of ‘what is’ in order to build the best of ‘what might be’.

**Collaborative**—AI is a form of collaborative inquiry. It always involves the whole organisation or a representative cross-section of the whole organisation. In this way all voices can be heard and everyone’s contribution valued.



## An example of DISCOVERY "When..... is at it's best"

**What's Important?**

**What made it possible?**

What does it look like or feel like?

One wish for the team/service?



**DREAM: Imagine that you wake up tomorrow and everything is as it should be.  
How did you get there?**

**What made it possible?**

**What are you doing differently?**

What do you see others doing differently?

How does it feel?

LEAP OF FAITH 11/6/03

## DREAM

- STUDENTS
- YOUTH
- TEACHERS
- ADMINISTRATORS
- CONSULTANTS
- COMMUNITY LEADERS

- Taking the moments in our life...
- Reaching out for the Possibilities

What might BE?

• Hard Work... but Rewarding!

"Imagine Heathside" Summit

• Students  
• Staff  
• Core team  
• Interview Questions

\*By using "Appreciative Inquiry" we got through the whole "Milly" incident.

It's about what's in our Hearts!!

• LAUGHTER  
• COLORS  
• SMILES!  
• ACCEPTANCE!

SHINING!  
IMAGINE HEATHSIDE  
CREATE THE FUTURE TOGETHER!

• • • COURAGE • COMMITMENT • • •

- Create Interview Questions
- Train Students to Interview Staff

• How will the School look in 10 Years??

Imagine all the students living life in PEACE!  
COLOR! ENERGY!

AI in 20 Southwest of London

- We will be Focusing On the Dream Stage!
- 1350 students in our School! 1200 included in AI!
- Teach students from 8th-11th. Progress to 14 grade.
- A comprehensive School.

Heathside School

Technology College  
Top of the Public School List!

"The Cold Wind"  
• Testing  
• Goal Setting

- Study the Positives!
- What is working Well?
- More Celebration! Warmth, caring!
- We changed the WORDS in the Questions to make it more accessible to STUDENTS!!

STORIES! HOPES! DREAMS!  
Relationships  
STUDENTS STAFF

- Dream Stage: Amazing!
- they all shared - making it the Best Place to be in!!
- Energy!
- Every student in the Room was Focused!!

D'Arsenian

## Positive impact of Appreciative Inquiry...

- To strengthen interdisciplinary teams
- To build camaraderie and trust
- To celebrate success
- To create a healthy work environment
- To make the most of meetings
- To foster appreciative leadership
- To illuminate “best practices”
- To promote learning

# Appreciative Inquiry. Further reading....

- [What is Appreciative Inquiry?](#)
- [Appreciative Inquiry: A Positive Revolution in Change - David Cooperrider, Diana D. Whitney - Google Books](#)
- [Resource: Appreciative Inquiry resource pack](#)

