

# APPRECIATIVE INQUIRY

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LEVERAGING PEOPLE FOR TOMORROW...

# Appreciative Inquiry

Appreciative Inquiry (AI) is a positive approach to leadership and organization change that is used to help organizations of all sizes move strategically toward a shared vision for the future, whether that's creating a new strategic plan, growing in some area or capacity, or developing individuals and teams

***Appreciative Inquiry is a philosophy not a technic....***

# Appreciative Inquiry



# Appreciative Inquiry

Appreciative Inquiry (AI) is a strengths-based, positive approach to leadership development and organizational change

1. Appreciative Inquiry focuses on “Best of What is...”
2. To realize the ideal of “What might be ....”
3. With the consent of “What Should be.....”
4. For the reality of “What can be ....”

**Appreciative inquiry (AI)** is a model that seeks to engage stakeholders in self-determined change

# Appreciative Inquiry

David Cooperrider is often considered as the pioneer of Appreciative Inquiry Model

The positive core of strengths encompasses: -

- The values, beliefs and capabilities of our organization, where its 'at its best....'
- Collective understanding around what makes up the "best of us ...."



# Appreciative Inquiry

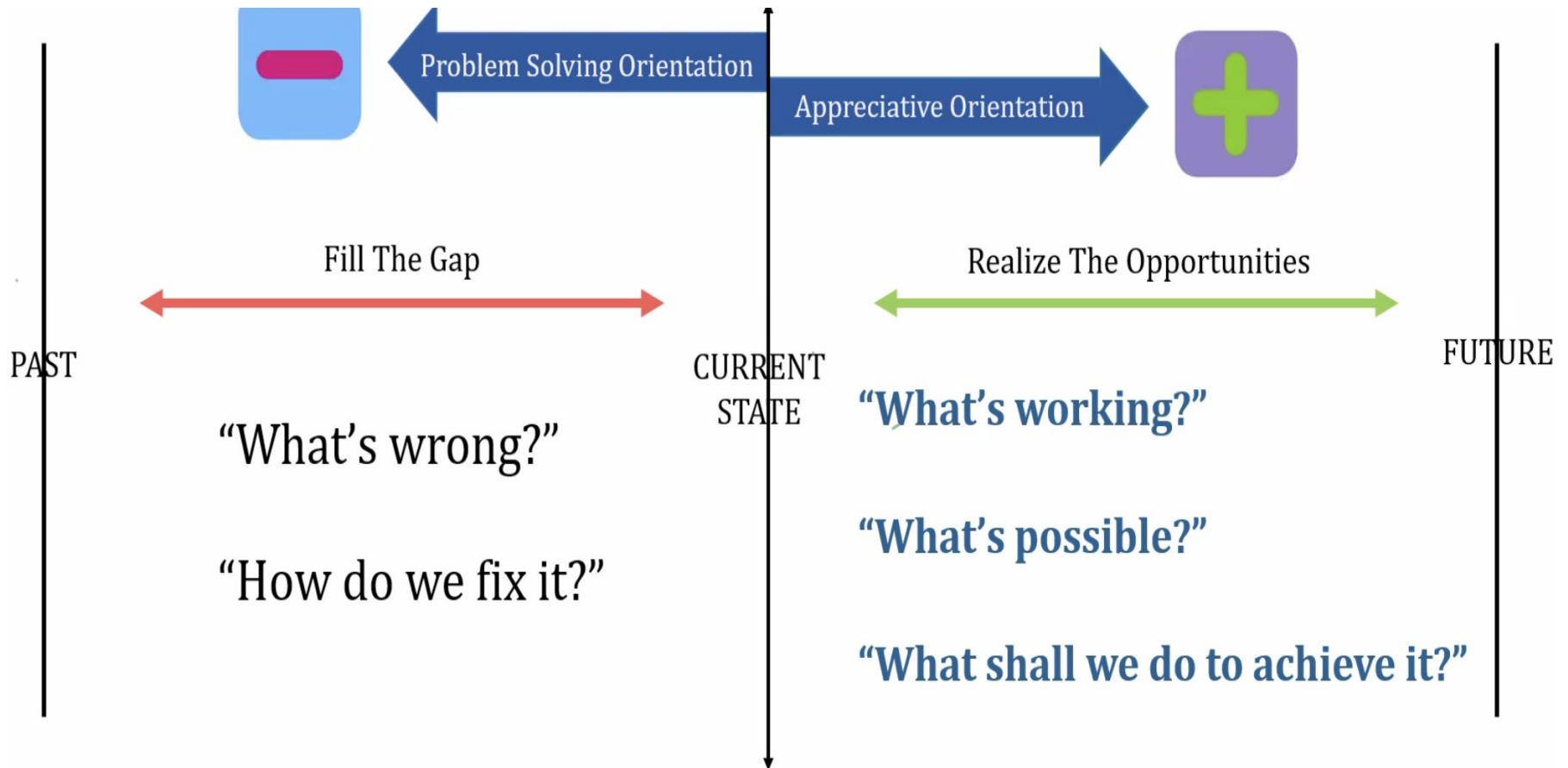


*“We need to discover the root cause of Success rather than the root cause of Failures ...”*

*Words creates the Worlds*

David Cooperrider

# The Paradigm Perspective



*"What we see depends on, What we look for" – John Lubbock*

# 5 Principle of Appreciative Inquiry

Words Create Worlds

**The  
Constructionist  
Principle**

Inquiry Creates Change

**The  
Simultaneity  
Principle**

We can choose what we study

**The  
Poetic  
Principle**

Images Inspire Action

**The  
Anticipatory  
Principle**

Positive Emotions lead to Positive Change

**The  
Positive  
Principle**

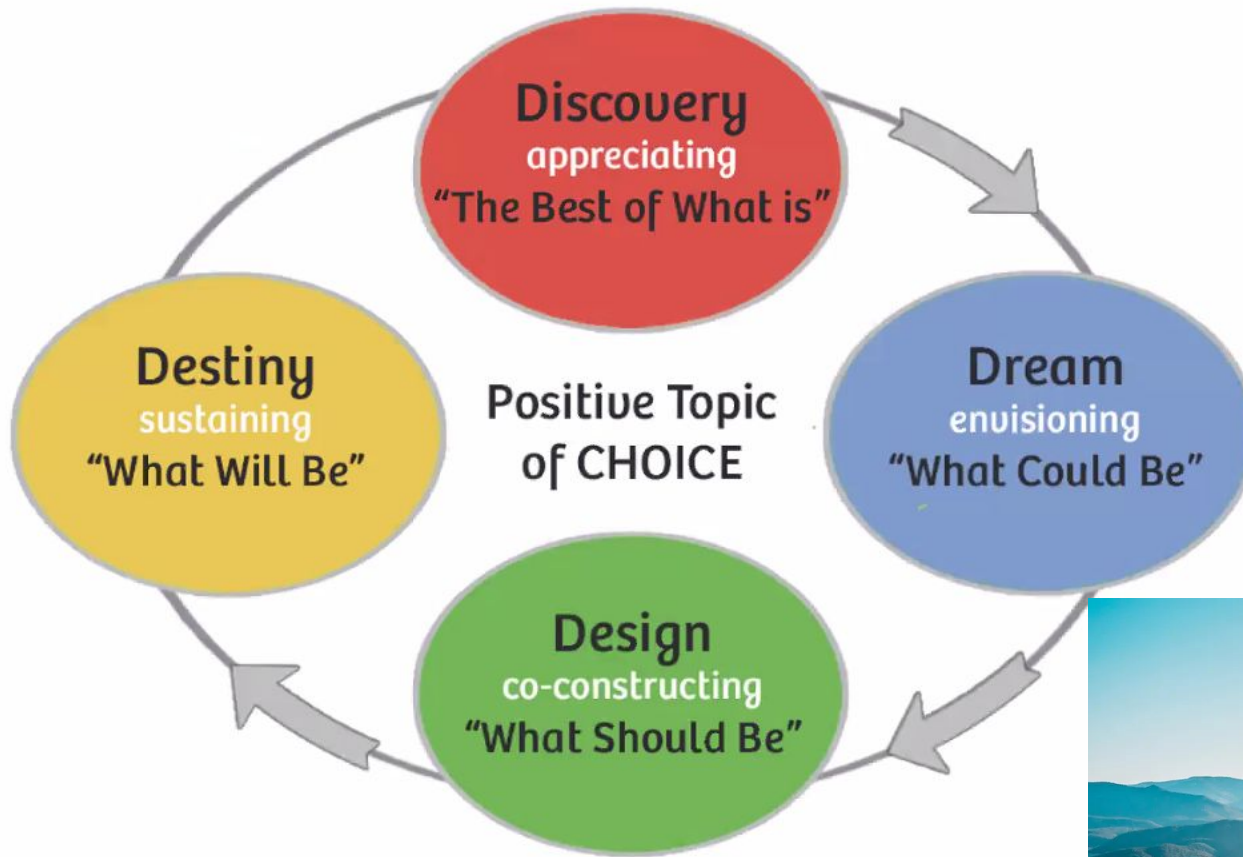


# Models/Methods ...



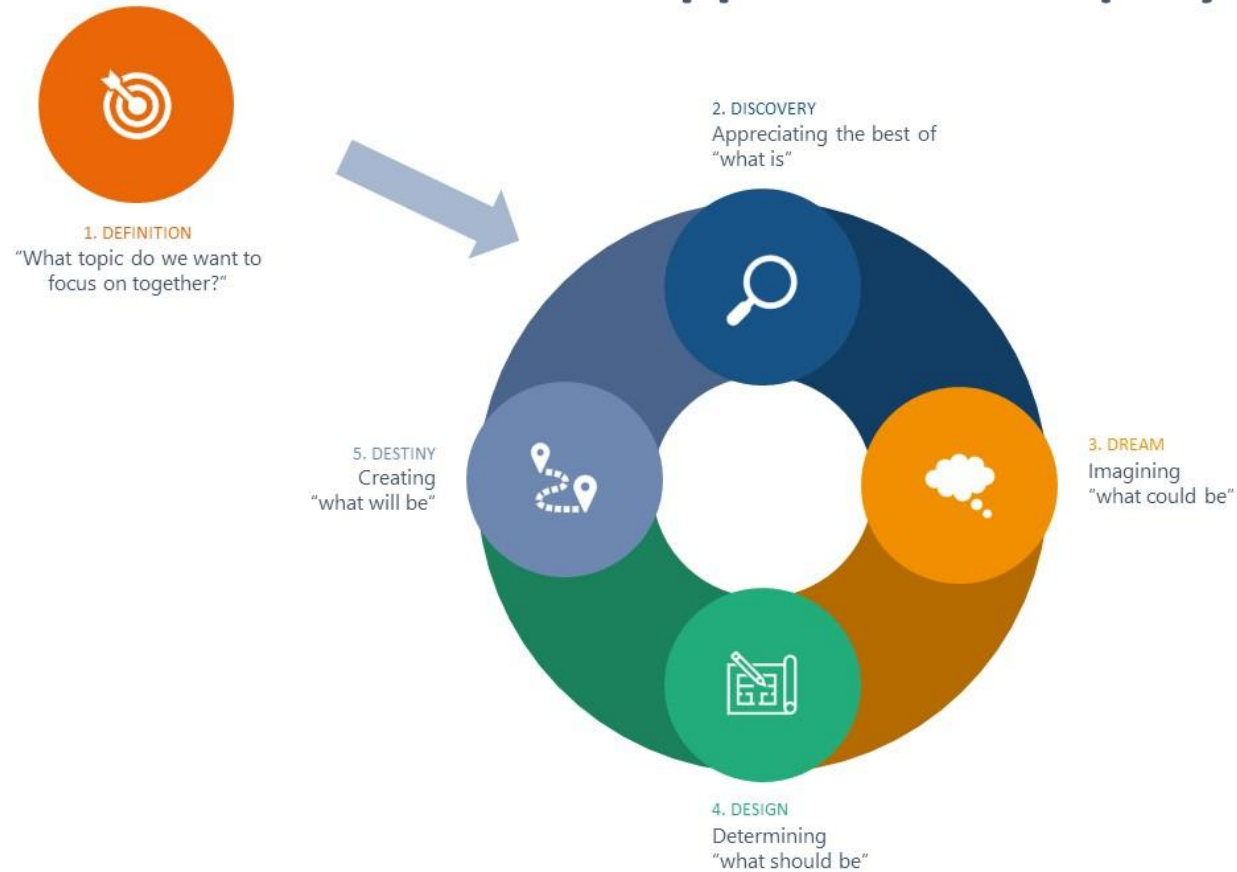
- Free Standing 1:1 Interviews
- Small Group Work/Syndication
- Mobilized Inquiry
- AI Summits
- Mixed Methods
- 4D & 5D Model –, Define, Discover, Dream, Design and Destiny

# 4D Model



# 5D Model

## The 5D's of Appreciative Inquiry



# 5 Principle of Appreciative Inquiry

1. Constructive Principle
2. Principle of Simultaneity
3. Poetic Principle
4. Anticipatory Principle
5. Positive Principle

# Task of Leadership



***The task of Leadership is  
to create an alignment of  
strengths making our  
weakness irrelevant***

# Leaders to get Answer ...

To Implement AI in an organization the leaders must get answer to the following questions ... if the answer is YES.. It is Time to go for AI..



- Is the organization in the process of transition & looking for something better ?
- Do we believe that our people will bring about this change?
- Is the change possible with the participatory process ?
- Do we have the courage to let our people talk, share dream & design the future?
- Do we believe in articulating a shared vision & always keeping it relevant?

# Where and When to Implement AI....

- Organizational Change
- Strategic Planning
- Action Research
- Evaluations
- Mentoring & Performance Management
- Leadership Development – Capacity & Capability Building
- Community Development
- Business Excellence
- Customer Satisfaction/Customer Service
- Personal Relationship Building
- Culture Change & Transformation ‘
- Vision, Mission & Values



# 6 Questions to Ask ...

1. What led me here ?
  2. What is the high point of the past?
  3. What do I value?
  4. What is changing?
  5. What's the best future I can imagine?
  6. What will it take to get me there?
- What could be...?
  - What should be...?
  - What will be...?





# Art of Questioning ...

A beautifully timed, perfectly worded question can remove barriers, unlock hidden information and surface potentially life charging insights

A Great Question should allow the following:

- To gather information
- To understand someone's value
- To help someone appreciate another person value
- To help someone remember something more clearly
- To help someone think about a situation positively

# Powerful Questioning Benefits

- Refocus thought – from problem to Solutions
- Someone feel more powerful & constructive
- Tap into creativity and more possible options
- Convery problem to challenges or an opportunity
- Help to create a forward moment

# 5 Stages of AI ... Process

## What is the Appreciative Inquiry Process?

### Dawn

The purpose of **Dawn** is to build trusting, supportive relationships within the culture change team. Group members develop skills and knowledge related to the philosophies guiding their work. The work of the Dawning phase prepares groups to move forward to Discovery.

### Discovery

The purpose of **Discovery** is to identify and appreciate **the best of what is** about a community or organization. This is done by gathering as many positive stories as possible from all key stakeholders. These positive stories reveal what gives life to the organization or community when it is at its best.

### Dream

The purpose of **Dream** is to identify what could be and envision new possibilities for the future. Using information from Discovery, participants create a set of aspiration statements which help drive the design of future actions.

### Design

The purpose of **Design** is to identify actions that will support the new possibilities identified in the Dream phase. Participants create and commit to actions that will help make the aspiration statements a reality.

### Delivery

The purpose of the **Delivery** is to identify ways to support and sustain the actions planned in the Design phase. Participants identify the supports needed to implement and uphold the positive changes and work together to make changes.



Annis Hammond, S. (1998). The thin book of appreciative inquiry. 2nd ed. Thin Book Publishing Company: Bend, OR.

# Process...

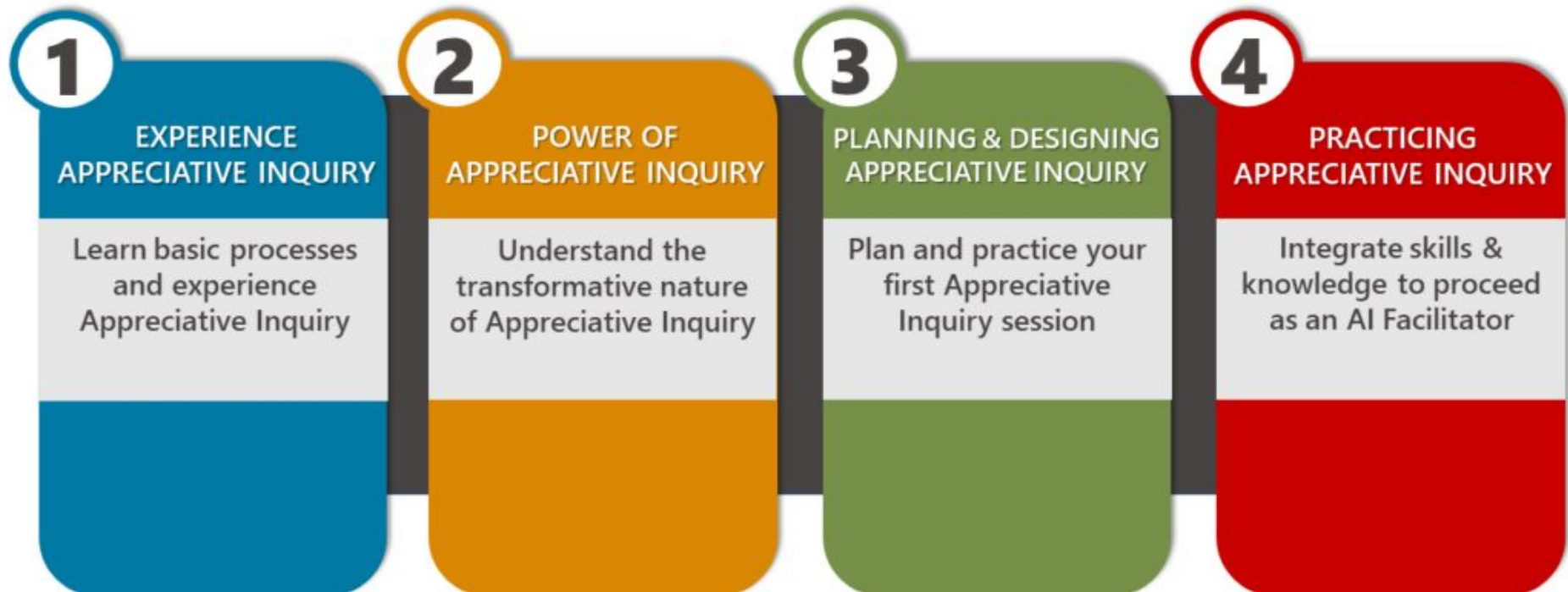
- Capture the positive stories
- Capture the Experiences
- Capture the positive conversations
- Capture the Success Mantras
- Involve & Engage team members
- Draw a positive image about anticipated results
- Create healthy competitions
- Recognize & Reward team members
- Celebrate successes
- Remove the negative energy/environment



# 8 Assumptions of AI

- In every human system something works
- What we focus on becomes our reality
- Reality is created in the moment and there are multiple realities
- The language we use shapes our reality
- The act of asking questions influences the outcome in some way
- People have more confidence going into the future (unknown) when they carry forward parts of the present (known)
- If we carry parts of the past into the future, they should be the best parts of the past
- It is important to value differences

# Training Segments of AI





# WELCOME & EMBRACE THE FUTURE









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