CONTENTS

Chart of Case Stories  xiii

CHAPTER 1

The Case for a New Approach to Change  1

The Emerging Paradigm  9
The New Sciences  12
Thinking About Problems Using the New Paradigm  16

CHAPTER 2

Appreciative Inquiry: History, Theory, and Practice  21

Defining Appreciative Inquiry  22
A History of Appreciative Inquiry  23
AI and the Field of Organization Development  31
The Relevance of AI to Complex, Transformative Change  33
AI and the Challenge of Organization Transformation  34
Complex Change and the Two Gifts of Appreciative Inquiry  36
The Theoretical Basis for Appreciative Inquiry  38
Social Constructionism  38
The Power of Image  42
Social Constructionism + The Power of Image = Appreciative Inquiry in Organization Change  47
What Good Are Positive Emotions?  48
Case Story: Living Well with Dementia: Creating a Regional Strategy for the East Midlands, by Julie Barnes and Jill Guild  50
CHAPTER 3

Appreciative Inquiry as a Perspective for Organization Change  

The “DNA” of Appreciative Inquiry  

The Core Principles of AI  

Are Principles Important?  

The Five Original Principles Plus Wholeness  

The Five Generic Core Processes for Guiding AI-Based Change  

Multiple Models of the Five Generic Core Processes of AI  

The Original Cooperrider/Srivastva Model  

The GEM Initiative Four-D Model  

A Fifth D  

The Mohr/Jacobsgaard Four “I” Model  

Skills and Knowledge Needed to Lead AI Processes  

Case Story: Using the SOAR Framework at Aerospace Alliant International (AAI), by Jacqueline M. Stavros  

Case Story: The Results of Appreciative Management by a Corporate Manager, by Daniel Saint

CHAPTER 4

Choose the Positive as the Focus of Inquiry (Define)  

Define: Focusing on the Positive  

Raising the Choice Point  

Explaining and Demonstrating  

Identifying the Focus for Inquiry  

Case Story: AI Stories from a Training and Technical Assistance Center (T/TAC): New Possibilities for Improving Outcomes for Students with Disabilities, by Denyse Doerries, Donni Davis-Perry, and Lori Korinek  

Case Story: From Deficits to Strengths: Six Sigma from the AI Perspective, by David Shaked
# CONTENTS

## CHAPTER 5

**Inquire into Stories of What Gives Life in the System (Discover)**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rationale for the Use of Stories</td>
<td>146</td>
</tr>
<tr>
<td>A Preparation Workshop to Develop the Customized Interview Protocol and Decide on an Inquiry Process</td>
<td>148</td>
</tr>
<tr>
<td>Step 1: Select a Core Group and Possibly a Steering Team</td>
<td>150</td>
</tr>
<tr>
<td>Step 2: Orient Participants to the Goals of the Workshop and to Their Role in Meeting the Goals</td>
<td>151</td>
</tr>
<tr>
<td>Step 3: Quickly Get Participants into an Experience of AI</td>
<td>154</td>
</tr>
<tr>
<td>Step 4: Debrief the Mini-AI Experience</td>
<td>157</td>
</tr>
<tr>
<td>Step 5: Share Highlights of the Interviews and Select Topics for Further Inquiry</td>
<td>157</td>
</tr>
<tr>
<td>Step 6: Create Questions to Be Added to the Four Generic Questions</td>
<td>160</td>
</tr>
<tr>
<td>Step 7: Develop the Inquiry Process</td>
<td>166</td>
</tr>
<tr>
<td>Interviewer Training</td>
<td>171</td>
</tr>
<tr>
<td>Conclusion</td>
<td>173</td>
</tr>
<tr>
<td><strong>Case Story:</strong> Appreciative Living: Using AI in Daily Life, by Jacqueline Kelm</td>
<td>175</td>
</tr>
<tr>
<td><strong>Case Story:</strong> Appreciative Life Coaching, by Bob Tschannen-Moran</td>
<td>184</td>
</tr>
</tbody>
</table>

## CHAPTER 6

**Locate Themes That Appear in the Stories (Discover)**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying Themes</td>
<td>193</td>
</tr>
<tr>
<td>Example of the Themes</td>
<td>193</td>
</tr>
<tr>
<td>A Process for Selecting Themes</td>
<td>198</td>
</tr>
<tr>
<td>Expanding the Dialogue</td>
<td>201</td>
</tr>
<tr>
<td><strong>Case Story:</strong> Appreciative Inquiry at Los Angeles Universal Preschool (LAUP): The LAUP/UDEM Dream Team, by Terri Egan, Nancy Westrup Villarreal, and Daphne Deporres</td>
<td>203</td>
</tr>
</tbody>
</table>
## CHAPTER 7

### Create Shared Images for a Preferred Future (Dream) 213

- Articulating the Dream of an Organization’s Future 214
- Examples of Ways to Facilitate Creation of Shared Images 217
- Provocative Propositions 218

**Case Story:** Advancing the Safety and Quality of Care in the Emergency Department Over Time: A Story with Three Acts, by Nancy Shendell-Falik, Amy Doran, and Bernard J. Mohr 223

**Case Story:** Appreciative Inquiry with a Search Committee, by Liz Workman 234

## CHAPTER 8

### Innovate Ways to Create That Preferred Future (Deliver) 237

- Organization Design Processes 241
  - The Individual Action Approach 241
  - The Whole System Design Approach 242
- A Design Framework: The ABC Model 242
  - Assumptions of the Organization Inquiry Model 244
  - How to Use the Organization Inquiry Model 247

**Case Story:** Building Momentum for Sustainable Changes in Education: Toronto District School Board, by Sue Derby, Maureen McKenna, Karen Leckie, and Nancy Nightingale 259

**Case Story:** Introducing Appreciative Inquiry into a Community Network Project in Liverpool, England, by Tim Slack and Phil Taylor 266

## CHAPTER 9

### Valuation 275

- Classical Evaluation 275
- Evaluation from Appreciative Inquiry Perspective 276
  - Learnings, Innovations, and Reaffirmations from This Case 279
  - Evaluation as an Integral Part of Any AI Process 281
Case Story: Valuation of the Effectiveness of AI for the Zambia Police Services Victim Support Unit, by Mette Jacobsgaard 283

References and Bibliography 295
About the Authors 301
Index 307