


a.i. and problem orientation

"The **traditional approach** to change is to look for the problem, do a diagnosis, and find a solution. The primary focus is on what is wrong or broken; since we look for problems, we find them. By paying attention to problems, we emphasize and amplify them.

"...Appreciative Inquiry suggests that we look for what works in an organization. The tangible result of the inquiry process is a series of statements that describe where the organization wants to be, based on the high moments of where they have been. Because the statements are grounded in real experience and history, people know how to repeat their success."

Hammond, Sue. The Thin Book of Appreciative Inquiry. Thin Book Publishing Company, 1998, pp. 6-7.

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Appreciative inquiry process 1

In the **discovery phase**, you engage people in conversation about the core strengths and attributes of your organization. They tell stories about their peak experiences

- times when they were most alive and engaged in their work.


From these interactions, you develop a map of your positive core

- the forces that give life to your organization when it is at its best.

In the **dream phase**, you explore your highest aspirations for the future you want to create together.

You identify new ways to build on your positive core. People get energized as they see that they can achieve their own dreams as they're contributing to the organization's dreams.

You write alternative dream statements and enact these images of your desired future to make them come true.

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Appreciative inquiry 2

At the **design phase**, you create "blueprints" for the kind of organization that will bring your dreams to life. People dialog about what will inspire them to commit their energy and spirits. You develop "provocative propositions" describing your organization's ideal "ways of doing things"

- its structures, systems, values, norms, strategies, relationships.

When you reach the **destiny phase**, you begin to construct your desired future through innovation and action.

At this point, people self-organize to make specific changes they feel passionate about. You create ways to coordinate the work, and to continue improvising and celebrating accomplishments

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