Record Nr. UNINA9911019902003321

Autore Lewis Sarah

Titolo Practical Appreciative Inquiry: A Toolkit for Applying Appreciative

Inquiry to Organisational Challenges, Opportunities, and Aspirations

Pubbl/distr/stampa Newark:,: John Wiley & Sons, Incorporated,, 2025

©2024

ISBN 9781394198139

1394198132 9781394198146 1394198140 9781394198115 1394198116

Edizione [1st ed.]

Descrizione fisica 1 online resource (0 pages)

Disciplina 658.406

Soggetti Appreciative inquiry

Organizational change

Lingua di pubblicazione Inglese

Formato Materiale a stampa

Livello bibliografico Monografia

Nota di contenuto Cover -- Title Page -- Copyright Page -- Contents -- About the Author

-- Foreword -- Preface -- Acknowledgements -- Part One Background and Practice Theory -- Chapter 1 What Is Appreciative Inquiry? -- What Are the Origins of Appreciative Inquiry? -- How Is Appreciative Inquiry Different to Other Change Methodologies? -- How Does Appreciative Inquiry Engage with Organisational Problems? -- What Is Dialogic Organisational Development? -- How Can We Ensure That Our Appreciative Inquiry Practice with Organisations Is Evidence-Based? -- Critiquing Appreciative Inquiry -- Conclusion -- Learning Points -- Discussion Questions -- Teaching Practice -- Resources and Further Reading -- Notes -- References -- Chapter 2 The Appreciative Inquiry Summit -- Introducing the 5D Model of Appreciative Inquiry -- 1. Stage one: defining the topic of inquiry -- 2. Stage two: discovering the best of the present -- 3. Stage three: dreaming of a better future -- 4. Stage four: designing for better futures -- 5. Stage five: achieving our destiny -- The Principles of Appreciative Inquiry -- 1. The poetic principle --

2. The wholeness principle -- Narrative, Stories and Sensemaking in Appreciative Inquiry -- 3. The narrative principle -- 4. The anticipatory principle -- 5. The simultaneity principle -- 6. The positivity principle -- 7. The constructionist principle -- Research that Supports Appreciative Inquiry as a Practice -- The Effectiveness of Appreciative Inquiry in Transformational Change -- Conclusion -- Learning Points -- Discussion Questions -- Teaching Exercises -- Helpful Resources and Further Reading -- Notes -- References -- Chapter 3 Preparing, Delivering and Following-up an Event -- Contraindications for an Appreciative Inquiry Event -- Common Myths Attached to Appreciative Inquiry -- 1. Turkeys won't vote for Christmas -- 2. Adults don't do

play. 3. Appreciative inquiry ignores the bad -- 4. The language is offputting -- 5. It's all woo-woo -- Preparing for an Appreciative Inquiry Event -- 1. Identifying the appreciative topic -- 2. Who should be there, and how to get them there? -- 3. How to run the event -- 4. Managing groupings within the event -- 5. How will decisions be made? -- 6. Capturing and recording the event and its outcomes -- Delivering the Event -- 1. The influence of the facilitator -- The Quality of Conversation -- The Quality of the Questions -- The Volunteer Principle in Appreciative Inquiry -- After the Event -- Conclusion --Learning Points -- Discussion Questions -- Teaching Exercise --Further Reading and Resources -- References -- Chapter 4 Creating the Appreciative Inquiry Commission, Psychological Safety and Equality, Diversity and Inclusion -- Developing an Appreciative Inquiry Commission -- Frequently Encountered Pushbacks Against Adopting an Appreciative Inquiry Approach -- Practice Design Principles --Ethical Practice -- How Appreciative Practice Can Support Equality, Diversity and Inclusion -- 1. How appreciative inquiry as a methodology helps with the creation of diversity, equality and inclusion in workplace cultures -- 2. How appreciative practice can support psychological safety -- 3. The importance of tacit knowledge to organisational growth and development -- Case Studies Using Appreciative Inquiry to Enhance Diversity, Equality and Inclusion --Conclusion -- Learning Points -- Discussion Questions -- Teaching Exercises -- Helpful Resources -- Notes -- References -- Part Two Applications -- Chapter 5 Appreciative Inquiry for Flourishing Organisations, SOAR and I-IPOD -- Appreciative Practice and the Flourishing Organisation -- 1. What is organisational flourishing? -- 2. How appreciative practices can support organisational flourishing. 3. Appreciative architecture -- 4. Inspired innovation -- 5. Increased impact -- 6. Energising experiences -- Strengths and the Organisational Power Zone -- The SOAR Model of Strategy Development -- Case Study: Using SOAR to Return to the Power Zone -- Case-Study: A Community System I-IPOD Appreciative Intervention -- Conclusion -- Learning Points -- Discussion Questions -- Teaching Exercise -- Helpful Resources and Further Reading -- Notes --References -- Chapter 6 Appreciative Leadership -- Leadership Actions That Can Undermine an Appreciative Inquiry Event -- The Leadership Mindset Required for Appreciative Inquiry -- Leadership Conversations that Include or Exclude -- Leading Through Uncertainty -- Case Study: Appreciative Leadership in Action -- Conclusion -- Learning Points --Discussion Questions -- Teaching Exercise -- Further Resources --Notes -- References -- Chapter 7 Building Resilience for People and Organisations -- Appreciative Inquiry and Organisational Resilience --Appreciative Inquiry and Personal Resilience -- The Resilience Boosting Effects of Strengths -- Case Study: A Positive Approach to Difficult Issues -- Case Study: Bringing Appreciative Inquiry to the Disruption

of Organisational Change -- Conclusion -- Learning Points -Discussion Questions -- Teaching Exercise -- Helpful Resources -Notes -- References -- Chapter 8 Engaging with the Particular
Challenges of Project Management -- The Psychology of Project-Craft
-- Taking an Appreciative Approach to Team Member Diversity -Applying Appreciative Inquiry to Project Management -- Case Study:
A Project Team-Based Large-System Change -- Conclusion -- Learning
Points -- Discussion Questions -- Teaching Exercise -- Further
Resources -- Notes -- References -- Chapter 9 Boosting Innovation
and Creativity -- Understanding Innovation and Creativity
as Generativity.

as Generativity. How the Appreciative Inquiry Process Generates Ideas and Energy -- 1. The generative process of the 5D appreciative inquiry cycle -- Working Generatively with Discovery Stories -- Inquiring into Creativity -- The Relationship Between Appreciative Inquiry and Improvisational Theatre -- Case Study: An Organisation Adapting to Market Changes -- Case Study: Creativity for Business Growth -- Conclusion -- Learning Points -- Discussion Questions -- Teaching Exercises -- Helpful Resources --Notes -- References -- Chapter 10 Challenging the Silo Mentality --Why the Siloed Organisation Is Popular and How It Becomes Dysfunctional -- The downsides of silo-working -- The adverse effects of silo-working on the potential for change -- Organisational responses to silo-working dysfunction -- The Nature of Organisational Energy -- What Does Appreciative Inquiry Bring to the Challenge? --Case Study: A Merged Organisation -- Conclusion -- Learning Points -- Discussion Questions and Practical Exercise -- Teaching Exercises -- Helpful Resources On and Offline -- Notes -- References -- Chapter 11 Motivating Performance with PRISMM Coaching -- The Importance of a Performance Culture -- 1. Amplifying feedback -- 2. Corrective feedback -- Appreciative PRISMM Coaching -- Case Study: An Inquiry into Creating a Great Performance Management Culture -- Conclusion -- Learning Points -- Discussion Questions -- Teaching Exercise --Helpful Resources -- Notes -- References -- Chapter 12 Releasing the Synergy of Teams -- What Is a Team? -- What Makes a Successful Team? -- Creating Team Positivity -- When Teams Get Stuck -- Case Study: Working with a Stuck Team -- Conclusion -- Learning Points --Discussion Questions -- Teaching Exercises -- Helpful Resources --Note -- Reference -- Chapter 13 Virtual, Remote and Hybrid Working. Some of the Challenges of Remote Working for the Individual --Applying Appreciative Inquiry to the Challenges of Remote Working --1. Creating and recreating positive emotional states with discovery interviews -- 2. Creating positive, aspirational images of the future -- 3. Identifying and working with strengths -- 4. Recrafting work to better suit remote working -- 5. Achieving high productivity without burnout -- 6. Capitalise on the flexibility of remote working --7. Maintaining motivation -- 8. Supporting work relationships --Hosting an Appreciative Inquiry Online -- Effects of Remote Working on the Workplace -- Hybrid Working -- 1. Getting the best from hybrid working -- Case Study of Hybrid Working Challenges -- Conclusion --Learning Points -- Discussion Questions -- Teaching Exercise --Helpful Resources and Further Reading -- Notes -- References --Chapter 14 Reviewing and Evaluating Practice -- Why Evaluate Activity? -- Meaningless Measurement Points and the Reflective Ritual Review --Appreciative-Informed Evaluation of Leadership or Management --Appreciative Process for Management Performance Assessment -- Case Study: Introducing Appreciative Peer Reviews to a Regional Health Team -- 1. Co-creation -- 2. Whole system -- 3. Self-organisation --Conclusion -- Learning Points -- Discussion Questions -- Teaching

Exercise -- Helpful Resources and Further Reading -- Notes -- References -- Chapter 15 Supporting Planned Change Processes -- The Challenges of Wholesale Large-Scale Planned Change -- Appreciative Inquiry and the Generation of Hope -- 1. How discovery interviews help -- 2. The role of the dream phase -- Some General Principles for Bringing Appreciative Inquiry to Planned Change -- 1. Work with what you are offered -- 2. Encourage awareness of possibilities of local influence and control -- 3. The principle of positivity.

4. The principle of story and choice.

## Sommario/riassunto

Create a shared vision built on core strengths and values to improve your organization Appreciative Inquiry (AI) equips leaders with a revolutionary approach to achieving positive organizational change. Rather than the traditional managerial method of first evaluating a problem and then proposing a solution, AI teaches you to ask, "What is going right here, and how can we grow more of it?" In Practical Appreciative Inquiry, expert organizational consultant and facilitator Sarah Lewis teaches you how to apply the AI methodology in an array of management situations. Step by step, this practice-oriented guide helps you leverage the versatility and flexibility of Appreciative Inquiry to make rapid, positive change. Covering all key aspects of AI, this concise yet comprehensive resource provides a wealth of ideas and activities designed to develop an AI leadership mindset, build resilience within your organization, motivate performance, increase team innovation, support change processes, create AI interventions, and much more. Each chapter features discussion questions, teaching exercises, links to online resources, and real-world case studies of Al in practice. Whether an experienced practitioner or a newcomer to change management, Practical Appreciative Inquiry: A Toolkit for Applying Appreciative Inquiry to Organisational Challenges, Opportunities, and Aspirations is a must-read for all leaders, managers, and team members wanting to improve their organization, as well as consultants, trainers, and organizational development experts interested in AI.