


International Journal of Appreciative Inquiry

February 2016

Volume 18 Number 1

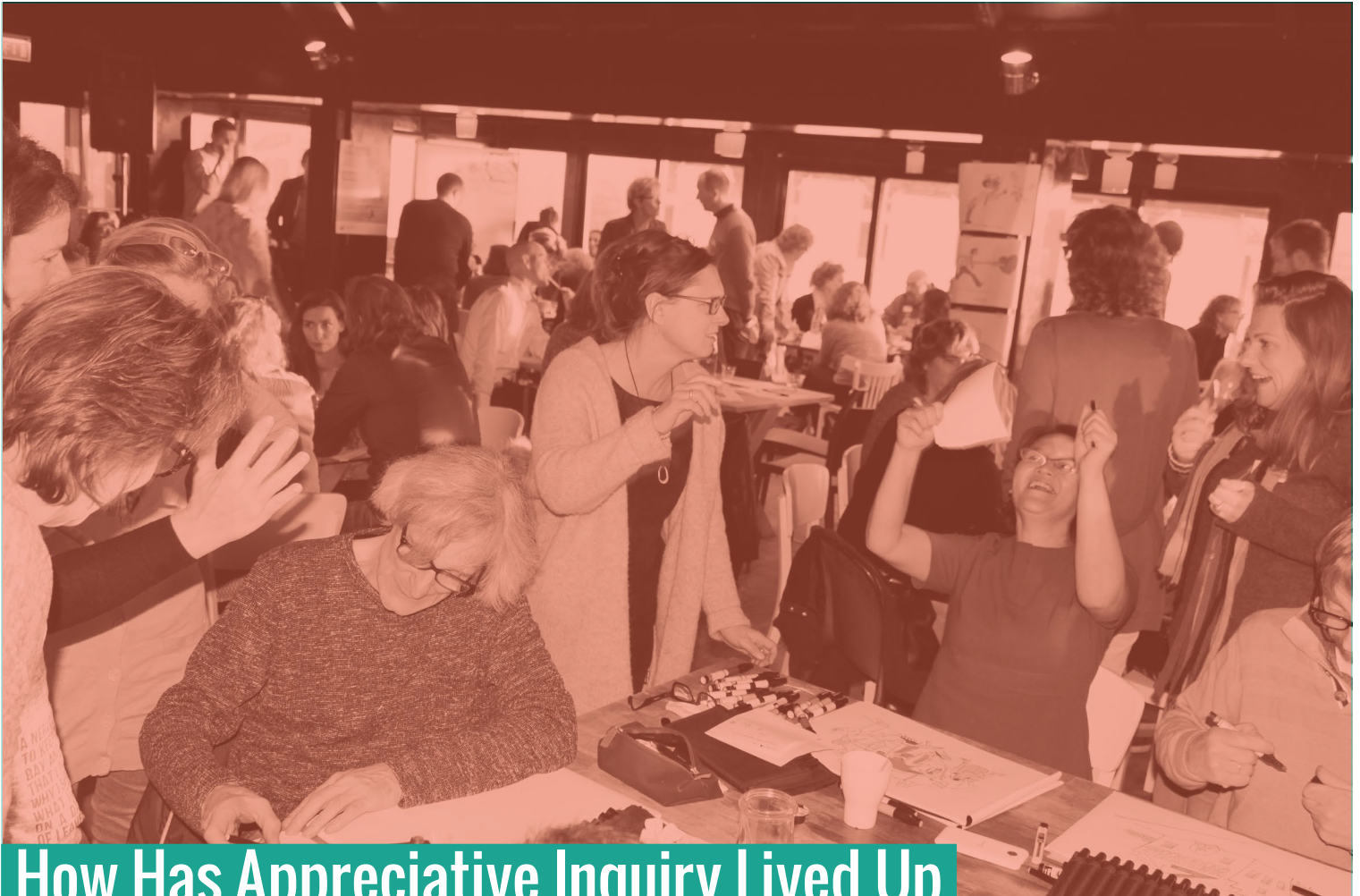
ISBN 978-1-907549-26-7

 dx.doi.org/10.12781/978-1-907549-26-7

AI Practitioner



www.aipractitioner.com/subscriptions



How Has Appreciative Inquiry Lived Up To its Promises? What Will the Future of Appreciative Inquiry Look Like?

Edited by

Robbert Masselink and Wick van der Vaart

Sponsored by

Instituut voor Interventiekunde



 Sign up for our free AIP eNews

How Has Appreciative Inquiry Lived Up To its Promises? What Will the Future of Appreciative Inquiry Look Like?

Welcome to February 2016 issue of AI Practitioner

When Anne Radford asked me, about a year ago, to take over the responsibility for *AI Practitioner*, I was very enthusiastic, but I didn't realize fully what my "Yes!" really meant. And now, a year later, the first issue since Anne's retirement from the AIP is ready and I hope that you will enjoy it.

For this issue, I've invited my colleague Robbert Masselink as the guest editor. Robbert is one of the leading AI practitioners in the Netherlands and he is extremely curious: he seems to have read all the books about social constructionism and variations in this field.

We have chosen "How has Appreciative Inquiry lived up to its promises and how do we envision its future?" as the topic for this issue. AI has been around now for about 30 years. We wondered what people who have been working with an appreciative approach for

many years have discovered and what their dreams for the future are. We've also invited people who are fairly new to our field to share their thoughts with us.

Lindsey Godwin and Joep de Jong look back on their long experience working with Appreciative Inquiry. So does René Bouwen in an interview with Robbert Masselink and myself. Gervase Bushe, Ralph Stacey and Ingeborg Kooger have contributed reflective essays about the limits of AI and about new fields for AI practitioners to explore.

We've also added a new section to *AI Practitioner*, called "Nourish to Flourish", an idea that came up in a conversation with Keith Storace during the last WAIC in Johannesburg. In this section you'll find: Voices From the Field: short stories by AI practitioners

in preparation for the WAIC in Brazil, 2017; new variations on classical methods and tools; and a book review by Sarah Lewis.

I hope that you'll find this issue of *AI Practitioner* nourishing.

Wick van der Vaart
Editor-in-Chief
AI Practitioner



- 05** How has Appreciative Inquiry Lived Up To its Promises? What Will the Future of Appreciative Inquiry Look Like?
Wick van der Vaart
- 10** Appreciative Inquiry's Promises and Hopes: What is coming next?
Robbert Masselink
- 14** **Feature Choice**
Communication and Generativity in Appreciative Inquiry Practice: A review of recent peer-reviewed research
Kevin Real, Ph.D.
- 24** Appreciative Inquiry: Three decades of generative impact
Lindsey N. Godwin
- 30** How Has Appreciative Inquiry Lived Up To its Promises and What Will its Future Look Like?
Gervase R. Bushe
- 35** Has Appreciative Inquiry Delivered on its Promises? What Might the Next Step Be?
Joep C. de Jong
- 41** Interview with René Bouwen: Reflections on building high-quality relational practices in conflict situations
Robbert Masselink and Wick van der Vaart
- 45** Reflecting on a Summit as a High-Relational Practice
Robbert Masselink
- 52** The Paradox of Consensus and Conflict in Organisational Life
Ralph Stacey
- 59** The Elephant in the Room: A critical inquiry into Appreciative Inquiry's struggle with appreciating power-resistance relations
Ingeborg Koster-Kooger, MSc
- 66** **Nourish to Flourish** Voices from the Field
Keith Storce, Maaïke van der Velden, Dr. Claudia Gross and Karen Venter
Nourish to Flourish A Consultant's Journey
Mark Lough and Wick van der Vaart
Nourish to Flourish Book Review
Sarah Lewis
- 76** **Appreciative Inquiry Research, Review & Notes**
Freddie Crous
- 79** **Appreciative Inquiry Resources**
Matthew R. Moehle, Ph.D.
Roopa Nandi
Hardik Shah, Ph.D.
- 85** **What's in AIP 2016**
Research, Review & Notes
Feature Choice
- 86** **About the Sponsor**
Instituut voor Interventiekunde
- 87** **About the May 2016 Issue**
Bettering Sport through Appreciative Lenses and Practices
Tony Ghaye
Sarah Lee
- 88** **IAPG Contacts and AI Practitioner Subscription Information**

**Matthew R. Moehle, Ph.D.**

Matthew Moehle is president of Positive Change Core and academic coordinator and associate professor for Field-based Graduate Programs in Education for Southern New Hampshire University. He often consults with schools, businesses, and not-for-profit and community organizations to help foster innovation and positive change.

Contact: matthew@matthewmoehle.com

**Roopa Nandi**

Roopa Nandi is an adjunct faculty in Organization Studies and a Ph.D. Research Scholar in the area of Organizational Development and Organizational Change. She also practises AI for organizational change and development. She is certified in Appreciative Inquiry from CWRU Ohio, MBA from DAVV India and is a member of CIM UK.

Contact: nandiroopa@gmail.com

**Hardik Shah, Ph. D.**

Hardik is a faculty member at the IMT, Ghaziabad, India. His research interests include psychometric assessment, AI and OD. He has conducted executive development programs for over 2500 managers. He has co-edited one book, *Dynamics of AI-Concepts and Applications*, and written over 25 research papers.

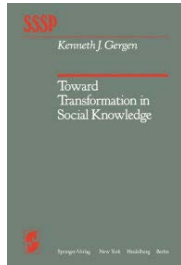
Contact: hardiknim@gmail.com

Appreciative Inquiry Resources

Appreciative Inquiry Resources features a rediscovery of classic and new resources for your use. Resources will include list-serves, books, journal articles, book chapters, DVDs, websites, blogs, podcasts, etc. ... all in one place useful for learning more about AI to help with your consulting practice, internal work, teaching, training and extending your knowledge base and resources.

As elsewhere in the February 2016 issue of the AI Practitioner, we are sharing resources that span the young history of Appreciative Inquiry.

Starting with one of Ken Gergen's influential resources from 1982, we decided to look for resources that show the development of Appreciative Inquiry in (roughly) five-year periods of time. If you are new to exploring these Appreciative Inquiry resources, we hope you enjoy seeing the progression of AI throughout these years. For those of you who are revisiting these resources and the development of AI, we hope that you enjoy revisiting the evolving story of AI and these resources as much as we have.

**1982****Toward Transformation in Social Knowledge**

Ken Gergen (1982)

ISBN: 978-1-4612-5708-0

Ken Gergen's ideas in this book were influential in the development of Appreciative Inquiry. The discussion on generative theory is embedded into the core of AI philosophical discussions as well as AI methods. Ken Gergen published a second edition to this text in 1994.

**1987****Appreciative Inquiry in Organizational Life**

David Cooperrider & Suresh Srivastva (1987)

In *Research in Organizational Change and Development*, Vol. 1 (129-169)<http://goo.gl/sh1PiL>

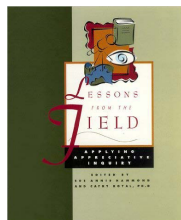
This chapter summarizes well many of the early ideas of AI. Much like David Cooperrider's doctoral dissertation, this chapter is a call for action research to reach its potential as a tool for fostering social innovation and to advance theory and practice.

**1992****A Chicago Case Study in Intergenerational Appreciative Inquiry**

Bliss Browne (1995)

<http://goo.gl/phwaCn>

Imagine Chicago was created in 1992. This article by Bliss Browne is an early writing about the use of AI by Imagine Chicago to foster intergenerational civic engagement and community development.

**1997****Lessons from the Field**

Sue Hammond and Cathy Royal (1998)

This is one of the first published books that focused on practitioner stories about AI. The book is divided into five sections, including case studies, community application and application of theory, as well as other resources. Sue and Cathy also published a revised version of this text in 2001.

**1998**

To further contribute this sharing of stories by practitioners, Anne Radford published the first electronic AI Newsletter in 1998, leading to the development of *AI Practitioner*.



2002-2004

In the years around 2002, there were three cases of Appreciative Inquiry that demonstrate how AI had broadened its application into multiple sectors by this time. These sectors were the military, education, and global politics and corporate citizenship. The following are three resources that tell the story of three events from these three sectors.

US Navy Leadership Summit (2002)

<https://appreciativeinquiry.case.edu/practice/ppNavy.cfm>



Many of the documents and resources related to the US Navy Leadership Summit and its AI design are still available on the AI Commons.

Leap of Faith: ReDiscovering the Wonder-Full World of Education (2003)

<https://goo.gl/oUz9dN>

This summary PowerPoint presentation tells the story of this wonderful gathering of people focused on AI and education.



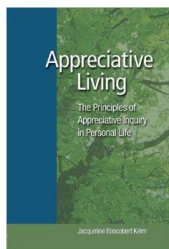
UN Global Compact (2004)

<https://appreciativeinquiry.case.edu/intro/commentFeb05.cfm>

This page in the AI Commons provides commentary and resources related to the UN Global Compact gathering in 2004, where the Appreciative Inquiry approach was used with about 500 participants.

2007

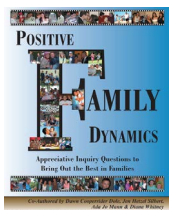
Just like a series of events around 2002 showcase the development of Appreciative Inquiry, a series of publications about five years later reveal how the roots of AI were spreading into different fields. In 2005, Jackie Kelm published her first book on Appreciative Living. In 2008, Dawn Cooperrider Dole, Jen Hetzel Silbert, Ada Jo Mann and Diana Whitney shared their ideas about using Appreciative Inquiry to help families thrive. Then, in 2009, Jackie Starvros, Gina Hinrichs and Sue Hammond published a book about SOAR. At this point in time, the practice of AI had clearly grown in many different directions.



Appreciative Living: The Principles of Appreciative Inquiry in Personal Life

Jackie Kelm (2005)

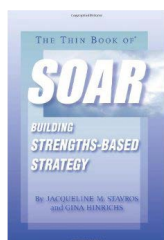
ISBN: 978-0977216109



Positive Family Dynamics

Dawn Cooperrider Dole, Jen Hetzel Silbert, Ada Jo Mann, Diana Whitney (2008)

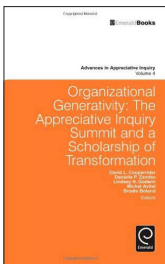
ISBN: 978-0971231290



The Thin Book of SOAR: Building Strengths-based Strategy

Jackie Starvros, Gina Hinrichs, and Sue Hammond (2009)

ISBN: 978-0982206805



2012

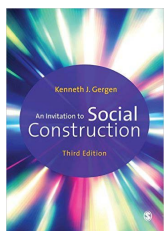
A Contemporary Commentary on Appreciative Inquiry in Organizational Life

David Cooperrider (2013)

ISBN: 978-1848554887

doi: 10.1108/S1475-9152(2013)0000004001

In the fourth edition of *Advances in Appreciative Inquiry*, David shared his latest ideas about Appreciative Inquiry in organizational life. It is most interesting to pair this chapter with a revisit to the Cooperrider & Srivastva article of 1987 shared above to get another sense of the development of AI through these years.



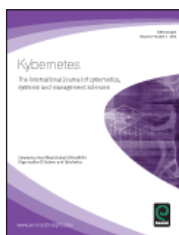
2015

An Invitation to Social Construction (3rd Edition)

Ken Gergen (2015)

ISBN: 978-1412923019

It seems fitting that the most recent resource we share is connected to a resource that is so much a part of the foundation of Appreciative Inquiry. Ken Gergen's latest edition of this book on social construction is written especially for readers who are new to the idea of social construction.



Papers and Blogs

Systemic Inquiry – Exploring Organisations

Louis Klein (2005)

Kybernetes, Vol. 34(3/4), pp. 439-447doi: <http://dx.doi.org/10.1108/03684920510581620>

The theory of Applied Narratives from which the systemic inquiry (SI) methodology is derived relates to Heinz von Foerster's impact on the practice of organisational development, change management and systemic intervention. Understanding an organisation being an observer of itself gives way to benefit from constructivism and systems theory and puts the people and their contribution back into the centre of interest. Systemic inquiry shows a way to work closer with the organisation and the people and overcomes the necessity to deal with resistance.



Assessment of the State of AI: Past, Present, and Future

Therese F. Yaeger, Peter F. Sorensen, Ulf Bengtsson (2005)

Research in Organizational Change and Development, Vol. 15

Series editor(s): Richard Woodman, Professor William Pasmore, Abraham B. (Rami) Shani

ISBN: 978-0-76231-167-5

eISBN: 978-1-84950-319-8

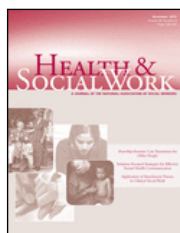
This article presents an assessment of 50 studies based on a review of more than 400 publications and papers. The final section includes a summary and discussion of the state of Appreciative Inquiry up to the date of publication.

A Blueprint for Change: Appreciative Inquiry

Terri D Egan and Ann Feyerherm(2010)

<https://gbr.pepperdine.edu/2010/08/a-blueprint-for-change-appreciative-inquiry/>

The authors note that there is a perverse belief that struggling is an honourable pursuit. What if life and work were effortless that what people wanted flowed from what they could imagine and then create? They suggest that the process of change need not be one of pain and struggle, but one of stirring the imagination, creativity and energy.



Using Appreciative Inquiry to Facilitate Implementation of the Recovery Model in Mental Health Agencies

Laurene Clossey, Kevin Mehnert and Sara Silva (2011)

Health & Social Work, Vol. 36(4), pp. 259–266.

doi: <http://dx.doi.org/10.1093/hsw/36.4.259>

This article explores how AI could be helpful in shifting an organization's culture to render it compatible with recovery through descriptions of two mental health centers' use of the tool. The experiences described indicate that AI, if used consistently, empowers staff.



Appreciative Leadership: Delivering Sustainable Difference Through Conversation and Inquiry

MacNeill, Fiona and Vanzetta, Jillian (2014)

Industrial and Commercial Training, Vol. 46(1), pp. 16–24

doi: <http://dx.doi.org/10.1108/ICT-09-2013-0058>

The aim of this two-year evaluation study was to explore the impact of designing a bespoke Appreciative Leadership Programme (commissioned by Lancashire Care NHS Foundation Trust), around a specific set of organisational values and the associated sustainability linked to the delivery using conversation and inquiry.



Organisational Development, Appreciative Inquiry and the Development of Psychologically Informed Environments (PIEs): Part Two: The Pilot Study and Evaluation

Suzanne Quinney and Leo Richardson (2014)

Housing, Care and Support, Vol. 17(3), pp. 131–41.

This paper describes the application of Appreciative Inquiry in homeless hostels and demonstrates the benefits of using AI with the staff and residents, as both a personal development and an OD tool for hostels who want to become a psychologically informed environment (PIE).

A Complex Adaptive Systems Perspective to Appreciative Inquiry: A Theoretical Analysis

Payam Saadat (2015)

Leadership & Organizational Management Journal. Vol. 2015 (2), p. 127

In the literature, analysis of the effectiveness of AI is confined to psychological and managerial explanations such as highlighting the promotion of positive mindset and collective organizational planning. This paper discusses a Complex Adaptive Systems (CAS) perspective and present a new model for understanding the functionality of AI, exploring the effects of AI on the behaviour and interactions of agents/employees related to how they cope with change.

IAPG Contacts and AI Practitioner Subscription Information

About the International Advisory Practitioners Group IAPG

IAPG members works with AIP to bring AI stories to a wider audience:

Dhruba Acharya, Nepal
Ilma Barros, Brazil
Anastasia Bukashe, South Africa
Gervase Bushe, Canada
Jeannie Cockell, Canada
Freddie Crous, South-Africa
Mille Themsen Duvander, Denmark
Sara Inés Gómez, Colombia
Claudia Gross, Egypt
Sue James, Australia
Mette Jacobsgaard, Denmark
Joep C. de Jong, Netherlands
Dorothe Liebig, Germany
Sarah Lewis, UK
John Loty, Australia
Mark Lough, Scotland
Robbert Masselink, Netherlands
Joan McArthur-Blair, Canada
Maureen McKenna, Canada
Liz Mellish, Australia
Dayle Obrien, Australia
Anne Radford, UK
Jan Reed, United Kingdom
Daniel K. Saint, United States
Marge Schiller, United States
David Shaked, UK
Jackie Stavros, United States
Neema Verma, India
Jacqueline Wong, Singapore
Margaret Wright, United Kingdom

Disclaimer: Views and opinions of the writers do not necessarily reflect those of the publisher. Every effort is made to ensure accuracy but all details are subject to alteration. No responsibility can be accepted for any inaccuracies.

AIP Subscriptions

Individuals
Small organisations
Large organisations
<http://www.aipractitioner.com/subscriptions>

Issues and Articles

<http://www.aipractitioner.com/issues>
<http://www.aipractitioner.com/articles>

Change of subscriber details

<http://www.aipractitioner.com/customer/account/login>

Publication Advertising/Sponsorship

For the advertising rates, contact Nathalie van de Loo, Instituut voor Interventiekunde
nathalie@instituutvoorinterventiekunde.nl

Purpose of AI Practitioner

In 1998, Anne Radford founded the newsletter which became *AI Practitioner* in 2003. She was editor-in-chief of *AI Practitioner* from 2003 to 2015.



This publication, distributed quarterly in February, May, August and November, is for people interested in making the world a better place using positive relational approaches to change such as AI.

AI Practitioner Editor/Publisher

The editor-in-chief and publisher is Wick van der Vaart of the Instituut voor Interventiekunde
instituut@instituutvoorinterventiekunde.nl
The postal address for the publication is:
Instituut voor Interventiekunde
WG-plein 255 1054 SE Amsterdam, Netherlands

Shelagh Aitken is the issue editor for *AI Practitioner*.
shelagh@editorproofreader.co.uk

AI Practitioner, 2003–2016
© Wick van der Vaart

