

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.



Dan K. Saint, Ph.D.

Dan serves on the faculty of the Center for Appreciative Practice at UVA. He is an award-winning leader, teacher and consultant helping clients lead positive change. Applying AI, his teams have achieved consistently superlative results. Clients served in over 40 countries range from Boeing, Daimler, GM and Intel to the Sasakawa India Leprosy Foundation.
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Joep C. de Jong

Joep C. de Jong is Founder of JLS International (JLS), associate of the TAOS Institute and member of the council of Instituto IDEIA. He uses AI in day-to-day business and has developed a special interest in what he calls 'The Soul of the Appreciative Leader, A Social Construct?'; also the potential title of his Ph.D. thesis.
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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.
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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.
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The August 2015 issue of AI Practitioner focuses appreciative and relational leadership.

The co-editors and Resources column editors of the August 2016 issue of *AI Practitioner* have brought together resources relating to appreciative, relational leadership. Some are new, some are rediscoveries of materials relevant to this issue. We hope that these resources will be useful to practitioners, researchers and leaders.

Books



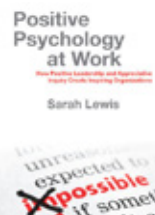
Appreciative Inquiries of the 3.0 Kind

CEES HOOGENDIJK (2015)

CREATESPACE INDEPENDENT PUBLISHING PLATFORM

ISBN 978-90-79679-37-9

Non-profit or social profit? Deadline or birthline? Appreciative Inquiry addresses a human art, involving conversational craftsmanship. It takes specific, carefully chosen words, questions, gestures and of course deep listening to help conversations being generative, appreciative and empowering.



Positive Psychology at Work: How Positive Leadership and Appreciative Inquiry Create Inspiring Organizations

SARAH LEWIS (2011)

WILEY-BLACKWELL

ISBN-13: 978-0470683200

This book attempts to bring the fields of positive psychology and AI together in an effort to provide leaders and change agents a powerful new approach to achieving organizational excellence. It draws on positive psychology and appreciative inquiry in the context of leadership organizational challenges and is academically rigorous. The book provides short contributions from experienced practitioners of positive psychology and Appreciative Inquiry, and includes case studies from the UK, Europe, Australia and the USA that readers and practitioners can use.



Choosing Wisdom: Strategies and Inspiration for Growing Through Life-Changing Difficulties by Choosing Wisdom

MARGARET PLEWS-OGAN, JUSTINE E. OWENS AND NATALIE MAY (2012)

TEMPLETON PRESS

The authors movingly explore the nature of wisdom and human adaptation to adversity in the context of patient experiences of living with chronic pain and physician responses in the aftermath of serious medical error. They found that amid potentially debilitating circumstances, some people display a creative response to adversity and emerge as better people: patients gained a more positive outlook, physicians became more compassionate.



Flourishing Together - Guide to Appreciative Inquiry Coaching

MIRIAM SUBIRANA VILANOVA, WITH A PREFACE BY DIANA WHITNEY (2016)

O-BOOKS

ISBN 978-1-78535-376-5

How can we help each other flourish? *Flourishing Together* explores ways of understanding the power of our conversations, the language we use, and the

images we share. *Flourishing Together* gives guidelines to coaches to include appreciative and social constructionist ways in their practice.



Floreceer Juntos – Guía de coaching apreciativo

[MIRIAM SUBIRANA VILANOVA \(2015\)](#)

[ISBN 978-84-9988-459-2](#)

The Spanish original of *Flourishing Together*, with an introduction by Diana Whitney.

Articles and Papers

Toward a Theory of Spiritual Leadership

[LOUIS W. FRY \(2003\)](#)

[THE LEADERSHIP QUARTERLY 14 \(2003\) 693–727](#)

[DOI:10.1016/J.LEAQUA.2003.09.001](#)

A causal theory of spiritual leadership is developed within an intrinsic motivation model that incorporates vision, hope/faith, and altruistic love, theories of workplace spirituality, and spiritual survival. The purpose of spiritual leadership is to create vision and value congruence across the strategic, empowered team, and individual levels and, ultimately, to foster higher levels of organizational commitment and productivity. He also review religious and ethics-and-values-based leadership theories and conclude that, to motivate followers, leaders must get in touch with their core values and communicate them to followers through vision and personal actions to create a sense of spiritual survival through calling and membership.

Leadership at Every Level: Appreciative Inquiry in Education

[RICH HENRY \(2003\)](#)

[NEW HORIZONS FOR LEARNING, AUGUST 2003](#)

[HTTP://EDUCATION.JHU.EDU/PD/NEWHORIZONS/TRANSFORMING%20EDUCATION/LEADERSHIP%20IN%20EDUCATION/LEADERSHIP%20AT%20EVERY%20LEVEL/](http://education.jhu.edu/PD/newhorizons/transforming%20education/leadership%20in%20education/leadership%20at%20every%20level/)

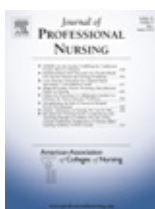
This article focuses on how AI transforms and creates a shared positive experience. It strengthens networks in and across schools, generates commitment and ownership at the school level to follow-up on projects and community awareness initiatives, facilitates conversations and dialogues across functions, ages, experiences and boundaries.

Appreciative Inquiry and Leadership Transitions

[MAUREEN R. KEEFE AND DANIEL PESUT \(2004\)](#)

[JOURNAL OF PROFESSIONAL NURSING, VOLUME 20\(2\) 103–109](#)

In times of accelerated change accompanied by leadership transitions, Appreciative Inquiry (AI) and sensemaking skills are necessary. AI is a philosophy, a model of change, and a set of tools and techniques that support



discovery, dreaming, design, and creation of a vision that inspires people in an organization to move toward a collective destiny. Sensemaking involves sizing up a situation to create a framework for decision-making, creating a context for communication, linking with others, and focusing on what is and what could be. In this article, the story of the University of Utah College of Nursing's and the faculty's experience with an AI process illustrates the application of the AI leadership strategy to navigating organizational change and a leadership transition.

Appreciative Inquiry and Hospitality Leadership

THOMAS A. MAIER (2008)

[JOURNAL OF HUMAN RESOURCES IN HOSPITALITY & TOURISM, 2008, VOL. 8\(1\), 106–117.](#)

This paper demonstrates the application of AI to the hospitality industry and views it as a viable organizational methodology capable of improving overall organizational performance. It suggests that leaders in the accommodation, food and beverage industries can use the AI process to bring about change and transformation within their organizations that allow the organization to have increased focus on customer perception of service, and sustained profitable performance.



Bridge Leadership: A Case Study of Leadership in a Bridging Organization

RONALD S. MCMULLEN, HENRY ADOBOR, (2011)

[LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL, VOL. 32\(7\) 715–735](#)

[HTTP://DX.DOI.ORG.EZPROXY.IMT.EDU:2048/10.1108/01437731111170012](http://dx.doi.org.ezproxy.imt.edu:2048/10.1108/01437731111170012)

The research conducted for this paper revealed that the successful bridge leader tended: to build personal relations and goodwill as a way of creating personal obligations on the part of the stakeholders he led; championed the cause of the stakeholders and made their mission his/her own; created opportunities for individual and collective goal achievement; relied on symbolic behavior and ceremonies to reify the bridge mission; and engaged in frequent communication with a liberal use of humor and playfulness to make goals embraceable by the stakeholders in the collaboration



Distinguishing Between Transformational and Servant Leadership

JEANINE PAROLINI, KATHLEEN PATTERSON AND BRUCE WINSTON (2009)

[LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL, VOL. 30\(3\) 274–291](#)

[HTTP://DX.DOI.ORG.EZPROXY.IMT.EDU:2048/10.1108/01437730910949544](http://dx.doi.org.ezproxy.imt.edu:2048/10.1108/01437730910949544)

Although transformational and servant leadership has been in existence since the 1970s and theoretical assumptions about the differences began in the 1990s, this paper seeks to relate the first empirical investigation distinguishing between the two leaders.



Dialogue on Leadership Development

C. MANOHAR REDDY, VASANTHI SRINIVASAN

MANAGEMENT REVIEW (2015) 27, 44E55

[HTTP://DX.DOI.ORG/10.1016/J.IIMB.2015.02.001](http://dx.doi.org/10.1016/j.iimb.2015.02.001)

Sharing their considerable experience as teachers who have designed and conducted leadership development programmes, the authors discuss the challenges in the field of leadership development, distinguishing between leader development and leadership development; differentiating leadership theories from leadership development theories along with the need to synthesize Western and Indian approaches to leadership development; and the importance of designing coherent leadership development programmes which combine multiple methods and approaches.



Seeking and Measuring the Essential Behaviors of Servant Leadership

BRUCE WINSTON (2015)

LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL, VOL. 36(4) 413–434.

[HTTP://DX.DOI.ORG/10.1108/LODJ-10-2013-0135](http://dx.doi.org/10.1108/LODJ-10-2013-0135)

The purpose of this paper was to clarify the nature of how servant leadership is established and transmitted among members of an organization. The second goal was to identify and evaluate the unique actions by a leader essential to establishing servant leadership. The authors' efforts resulted in identification and validation of ten leader behaviors that seem to be essential to servant leadership.

Blogs, Videos and Films



Leadership Development – Appreciative Inquiry

BLUEPOINT LEADERSHIP DEVELOPMENT

[HTTP://WWW.BLUEPOINTLEADERSHIP.COM/POINT-BLOG/LEADERSHIP-DEVELOPMENT-APPRECIATIVE-INQUIRY](http://www.bluepointleadership.com/point-blog/leadership-development-appreciative-inquiry)

The website is a link to leadership coaches who encourage the use of AI principles in coaching and facilitation. This resource is a source for various articles, training videos and webinars that practitioners can make use of.

Five Strategies of Appreciative Leadership

CORPORATION FOR POSITIVE CHANGE

[HTTP://POSITIVECHANGE.ORG/FIVE-STRATEGIES-OF-APPRECIATIVE-LEADERSHIP/](http://positivechange.org/five-strategies-of-appreciative-leadership/)

This website engages in a discussion on appreciative leadership based on research in multinational global corporations to governments to university health care systems to small local non-profits. They address organizational development issues premised on the AI framework. Practitioners can benefit from the nature



of services they provide. The blogs are an interesting platform from which to learn more about the subject.



On Leadership With ... A series of short film portraits of leaders working in/from the appreciative paradigm

PRODUCED BY JOEP C. DE JONG.

LINK: [HTTPS://VIMEO.COM/GROUPS/347881](https://vimeo.com/groups/347881)

This series of short interviews filmed by Joep explores leaders' thoughts on working from an appreciative paradigm.



Saatva

A MONTHLY PUBLICATION OF THE SAMATVAM ACADEMY

WWW.SAMATVAM.CO.IN

A great resource which is very different and quite complimentary to AI-P is the Saatva – a monthly publication of the Samatvam Academy.

The Saatva offers a mix of inspiring case studies of positive, sustainable organizations that are changing the world along with cutting edge research studies on leadership development in the appreciative paradigm, uplifting interviews and a touch of yoga.



Diana Whitney - Kyoto Lecture

Appreciative Leadership:
Focus on What Works to Build a Thriving Organization.

Appreciative Leadership: Focus on What Works to Build a Thriving Organization

DIANA WHITNEY (2013)

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=QWP8WTF70GM](https://www.youtube.com/watch?v=QWP8WTF70GM)

Diana Whitney defines leadership as a powerful relational process and offers five strategies for extraordinary performance in this new video from her presentation to NC SmartStart entitled “Appreciative Leadership: Focus on What Works to Build a Thriving Organization.”

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What's in AIP 2016

www.aipractitioner.com/subscriptions

AIP Topics for 2016

FEBRUARY 16

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



Wick van der Vaart

Founder, Instituut voor Interventiekunde (Institute for Interventionism), Amsterdam

Robbert Masselink

MAY 16

Bettering Sport through Appreciative Lenses and Practices



Tony Ghaye

Founder and director, Reflective Learning-International

Sarah Lee

Head of Department for Sport at Hartpury University Centre, Hartpury College, UK

AUGUST 16

Leadership in the Appreciative Paradigm



Dan Saint

Joep C. de Jong

NOVEMBER 16

Coaching for Transcendence



Neena Verma

Ram S. Ramanathan

Feature Choice

FEBRUARY 16

Communication and Generativity in Appreciative Inquiry Practice: A review of recent peer-reviewed research



Kevin Real, Ph.D.

Associate professor of Communication at the University of Kentucky and director of the Center for Appreciative Research

MAY 16

Patterns of Sense-Making and Learning



Hans Uijen

AUGUST 16

Using Quantum Storytelling to Bridge Appreciative Inquiry to Socio-Economic Approach to Intervention Research



David M. Boje

Regents Professor, New Mexico State University

Hank Strevel

New Mexico State University

NOVEMBER 16

Lessons from the Field: Appreciative Inquiry in the US military



Captain Chase Lane, Dr.

Dave Levy, Lieutenant

Colonel Pat Heflin, and

Major Paul Prosper