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Michigan Business School

"Appreciative Inquiry is the
philosophy that is allowing
us to engage the hearts,
minds, and souls of our
people--all of our people.

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we

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Appreciative Inquiry (AI) is
a model of change management

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uniquely suited to the values, beliefs, and challenges of organizations today. AI is a process emphasizing, identifying and building on strengths, rather than focusing exclusively on fixing

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weaknesses as most other
change processes do.

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Inquiry. : Written by the
originators and leaders of
the Appreciative Inquiry
(AI) movement itself, this
short, practical guide
offers an approach to
organizational change based

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on the possibility of a more desirable future, experience with the whole system, and activities that signal 'something different is happening this time.'

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Appreciative Inquiry is about the co-evolutionary search for the best in people, their organizations, and the relevant world around them. In its broadest

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focus, it involves systematic discovery of what gives "life" to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms.

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begins an adventure. The

urge and call to adventure

has been sounded by many

people and many

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organizations, and it will
take many more to fully
explore the vast vistas...

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Expertly co-written by David

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L. Cooperrider (Professor and Chairman of the Department of Organizational Behavior at the Weatherhead School of Management) and Diana Whitney (President of Corporation for Positive Change), Appreciative

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Revolution In Change is an
explorative introductory
guide to a new and
revolutionary method of
change management.

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Appreciative Inquiry is about leading change instead of managing it. A paradigm shift is necessary to encourage people to co-create organizational

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transformation. Through powerful questions and open conversations, AI uncovers and acknowledges the positive in any organization.

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Model is one of the key
positive organizational
approaches to development
and collective learning.

Here, we look at how it has

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blossomed into one of the most influential movements for positive organizational development in recent decades.

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Steps In A Positive

Revolution in Change (2001),

Cooperrider writes: " In Ai

the arduous task of

intervention gives way to

the speed of imagination and

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innovation. Instead of
negation, criticism, and
spiraling diagnosis, there
is discovery, dream, and
design.

**How to Apply Appreciative
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philosophy that is allowing
us to engage the hearts,
minds, and souls of our
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Only when we do that, will
we

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Appreciative inquiry is a
model that seeks to engage
stakeholders in self-

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determined change. According to Bushe "AI revolutionized the field of organization development and was a precursor to the rise of positive organization studies and the strengths based movement in American

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management." It was

developed at Case Western

Reserve University's

department of organizational

behavior, starting with a

1987 article by David

Cooperrider and Suresh

Srivastva. They felt that

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the overuse of "problem solv

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and Diana Whitney Short book

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about Appreciative Inquiry (AI). AI is a method that involves analysing a situation from a deliberately positive perspective.

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Development: A guide to
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Edition), William Rothwell,
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