

## The Appreciative Inquiry Handbook For Leaders Of Change

As organizations continue to develop and adapt in today's modern society, various approaches have begun to emerge as managers look for the best techniques to improve company performance. Appreciative inquiry is the practice of maintaining a positive and optimistic environment within the workplace, and it's a concept that has transformed many corporations as it spread across the globe. Understanding this powerful shift in employee perception requires considerable research on how appreciative inquiry is affecting various companies worldwide. *Appreciative Inquiry Approaches to Organizational Transformation* provides emerging research that serves to increase the productivity of individuals and organizations exponentially by sharing case studies from organizations where appreciative inquiry has been implemented successfully as well as best practices that can benefit organizations and common pitfalls that can be avoided by becoming more vigilant. Featuring coverage on a broad range of topics such as individual execution, productivity, and occupational solutions, this book is ideally designed for managers, practitioners, corporate professionals, executives, researchers, educators, and students.

Organization and team development have increasingly become everyday components of a leader's role. This book is written for informal and formal leaders who aspire to realize meaningful changes in their own context. Changes that will lead to a better performance and at the same time contribute to a vitalizing and energizing work environment. Appreciative Inquiry enables you to work with committed employees and other stakeholders on larger and smaller issues in your organization and bring them forward. Every day, one conversation at a time. This book specifically brings the theory of Appreciative Inquiry to the daily practice of leaders and managers. It contains many practical examples and suggestions that provide inspiration for your own leadership practice. You can read the book as an invitation to start using Appreciative Inquiry right away. You don't have to read front-to-back. The structure in short chapters, dedicated to specific topics or tools, ensures that you can read criss-cross and find a new and relevant angle each time.

This book provides a concise introduction to and overview of the growing discipline and practice of Appreciative Inquiry (AI). If you are intrigued by the prospect of mobilizing rapid, positive change with multiple stakeholders in a human system that is important to you, this book is for you.

Advance Praise for *Appreciative Leadership*: "A must-read for leaders at all levels who believe that both common sense and business sense require engaging and encouraging rather than mandating or manipulating. It may become my most-recommended book." -- Frank Rogers-Witte, Ph.D., Director, Executive Staff Effectiveness, Hewlett-Packard IPG "Building on a simple but powerful idea, *Appreciative Leadership* offers an approach to organizational transformation applicable to institutions as varied as businesses, universities, church bodies, and health systems. Packed with dozens of stories and suggestions, it offers key insights translated into replicable strategies for action." -- Jane McAuliffe, Ph.D., President, Bryn Mawr College "The positive basis of power is illuminated brilliantly in this courageous leadership book. *Appreciative Leadership* touches the heart of leadership--the kind people most deeply desire--in a way that will change lives, businesses, and every relationship you wish to build." -- David L. Cooperrider, Ph.D., Professor of Social Entrepreneurship, Case Western Reserve University "Leadership driven by principles and integrity is more important today than ever. *Appreciative Leadership* shows how to blend principles of collaboration, quality, and service for both long-term achievement and practical daily impact. It provides a model of success for a new generation of leaders." -- R. Edward Howell, Vice President and Chief Executive Officer, University of Virginia Medical Center *The Positive Approach to Leadership That Brings Out the Best in Everyone* *Appreciative Inquiry* has become one of the most popular new management tools in business today. Its premise is simple yet profound: Instead of focusing on what's wrong in the workplace, learn about and build upon what works. Dr. Diana Whitney--a leader in the field of *Appreciative Inquiry*--and colleagues Amanda Trosten-Bloom and Kae Rader bring the next generation of these ideas forward, with practical and proven tools for leadership. A refreshingly different approach to managing organizations, *Appreciative Leadership* turns conventional management thinking on its head, demonstrating how to get results with "positive power." All you need are the five "I's" . . . INQUIRY: Leading with positively powerful questions. ILLUMINATION: Bringing out the best in people and situations. INCLUSION: Engaging with others to cocreate the future. INSPIRATION: Awakening the creative spirit. INTEGRITY: Making choices for the good of the whole. This revolutionary approach brings people together, drives companies forward--and takes your leadership skills to a whole new level. *Appreciative Leadership* shows you how to fully engage your team through positive inquiry and open dialogue--so that everyone feels included and valued, inspired and motivated . . . and ready to work together to win. In this user-friendly guide, you'll discover exciting new techniques to open up discussions, exchange ideas, agree on a plan, and follow up on your goals. You'll learn simple tips on how to keep your team on track with a can-do attitude. And you'll find satisfying new ways to be engaged, passionate, and present. This book isn't a quick-fix solution to your management problems. It's a full-time, lifelong commitment to your values, your vision, and your connection to others. This is how the best leaders in the world bring out the best in people, their organizations, and themselves. This is *Appreciative Leadership*.

The first edition introduced the newly emerging field called Positive Organizational Scholarship. Rather than focusing on organizational dysfunction, Positive Organizational Scholarship looks at organizations that are functioning at an unusually high level. Learning from such successful groups about what they did right forms the backbone of the strategy, because strategies that capitalize on the positive tend to produce life-giving, flourishing outcomes in organizations. The four strategies discussed in the first edition included the cultivation of positive climate, positive relationships, positive communication, and positive meaning. Each strategy is explained and illustrated. In this revised edition, the author will add the following materials: Chapter 1: Outlining three outcomes associated with positive leadership and one more example. Chapter 2: Adding some empirical findings linking attributes of climate with physiological benefits. Chapter 3: A brief discussion of temporary encounters with positive or negative outcomes. Chapter 4: Additional research on the results of the positive-to-negative-communication-ratio. Chapter 5: Elaboration on the issue of meaningfulness in work. Chapter 6: More ideas for implementation

Engaged research and qualitative theory building in the social sciences are among the greatest adventures and significant vocations life can present. The impact of good theory, no matter how tiny or vast, can instantly move across our intimate planet and affect every human and living system in this interconnected, relationally alive, and reverberating universe. Ideas change the world. Ideas can be about life and they can be life-giving in the sense that they can inspire, enliven, and open us to new horizons and new depths. A new idea, especially the idea whose time has come in a prospective and betterment sense, does more than inform: it transforms. We've all experienced it. A single new understanding can change us deeply. This book--emerging from the

needs and urging of David's doctoral students and those who care about engaged scholarship—is about the craft of grounded and future-forming theory construction. It's a way of doing research in the human sciences that exists, in William James' contrast, "not as a dull habit but as an acute fever." This book, today used in doctoral research courses and masters programs in organization development, unites the original purpose of Appreciative Inquiry with the domains of grounded theory, generative theory, enlivenment world-views, and the art and science of portraiture. Taken together this volume provides a manifesto and clear framework for prospective theory-building. Prospective theory is: 1. Theory inspired by life, and it is designed to apprehend the best in all of life's fullest, most meaningful, and best future possibilities while being grounded in the midst of the extraordinary, the ordinary, as well as the tragic; 2. Has the enlivenment and generative capacity to challenge the status quo and open the world to new better possibilities for life and living; 3. Articulates a future story of prospective possibility. It involves a proleptic merging of the ideal conditioned in the texture of the actual—e.g., vivid utopias that are right there in front of us—informing our future story for establishing the new and eclipsing the old.

The Appreciative Inquiry Handbook For Leaders of Change Berrett-Koehler Publishers

One of today's most popular change methods, Appreciative Inquiry (AI) has been used to undertake transformational initiatives in dozens of organizations, ranging from McDonald's to the U.S. Navy to Save the Children. The assumption of AI is simple. Every organization has things that work right—things that give it life when it is vital, effective, and successful. AI begins by identifying this positive core and connecting organizational visions, plans, and structures to it in ways that heighten energy and inspire action for change. This book presents all of the concepts, examples, and aids necessary to engage groups of all sizes in Appreciative Inquiry. The authors provide background information on what AI is and how it works and offer sample project plans, designs, agendas, course outlines, interview guidelines, participant worksheets, a list of resources, and more. This second edition has been extensively revised, updated, and expanded, including new case studies, new tools and supplemental articles, an expanded bibliography and resource list, and an entirely new chapter on case applications. And throughout, the authors focus on how AI can support an organizational focus on sustainability and the "triple bottom line" of people, prosperity, and planet.

Organized into more than 200 thought- and action-provoking elements—from the importance of clean trucks and bathrooms to conversations with entrepreneurs creating new markets—Tom Peters, bestselling management guru offers a practical guide to impractical times. In *The Pursuit of Wow!*, Tom Peters offers readers the words, the tools, to survive in tumultuous business environments. In his groundbreaking book, *In Search of Excellence* changed the way business does business. Now it's time to take the next leap into the cyberstage era. Getting to a place called excellence is no longer the idea. You've got to take that leap, then leap again—catapult their imaginations, blow their mindsets—in a word, wow! them. Once more the unconventional Peters stimulates corporate thought processes. Along with the best of his columns, Peters includes questions and rebuttals that come from readers and listeners, as well as his own candid responses. A must-read for every business person.

Conversations can be critical and destructive, or they can be generative and productive. This book shows how to guarantee your conversations will help people, organizations, and communities flourish. --

Appreciative Inquiry (AI) is one of the most exciting and increasingly recognized concepts in facilitating organizational change. This book studies AI in depth, illustrating the method of asking particular questions and envisioning the future, encouraging staff to consider both the positive and negative systems in place and to recognize the need to implement change. It demonstrates how AI can be practically applied through positive psychology, understanding various perspectives and trialling tested approaches to create change through conversation. Case studies from organizations that have already integrated conversational methods into their change management practice show the value and effectiveness of the processes and how to promote, create and generate such conversations yourself. Written in jargon-free language, this is an excellent resource for you to discover the benefits that conversational techniques can bring to your organization and its performance. *Appreciative Inquiry for Change Management* explains the theory and practice of AI, World Cafe, Open Space and other conversational approaches for facilitating organizational development (OD). *Appreciative Inquiry Handbook* explains in-depth what AI is and how it works, and includes stories of AI interventions and classic articles, sample project plans, interview guidelines, participant worksheets, a list of resources, a glossary of terms, and more.

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Most businesses spend far too much of their time and energy struggling to get new customers or hang on to existing ones—even customers who are ultimately more trouble than they're worth. *Attracting Perfect Customers* invites readers to move beyond the notions that "business is war" and winning market share means "beating" the other guy. The authors outline a simple strategic process for making businesses so highly attractive that perfect customers and clients are naturally drawn right to them. Sound too good to be true? Hall and Brogniez have successfully shown clients how to do it for years, and now they share their secrets. They prove that it is no longer productive or profitable to conduct business using the war-like marketing techniques of targeting customers and outmaneuvering the competition. In fact, these techniques seem antiquated and labor-intensive when compared to the Strategic Attraction Planning process, which requires just five minutes each day and enables any business to easily attract customers that are a perfect fit for their organization—the kind of customers it is a pleasure to serve. *Attracting Perfect Customers* takes you step by step through the entire strategic attraction process. The authors reveal the six success standards of strategic synchronicity and share simple, fun, and easy-to-follow exercises that can be applied to any organization. They walk you through the process of creating your own personalized Strategic Attraction Plan and provide 21 supportive tips for making any company more attractive to its perfect customers. *Attracting Perfect Customers* will take you to a place where there is an abundance of

perfect customers and clients with whom you can build strong, satisfying, profitable, and lasting relationships.

Completely revised, this new edition of the classic book offers contributions from experts in the field (Warner Burke, David Campbell, Chris Worley, David Jamieson, Kim Cameron, Michael Beer, Edgar Schein, Gibb Dyer, and Margaret Wheatley) and provides a road map through each episode of change facilitation. This updated edition features new chapters on positive change, leadership transformation, sustainability, and globalization. In addition, it includes exhibits, activities, instruments, and case studies, supplemental materials on accompanying Website. This resource is written for OD practitioners, consultants, and scholars.

Lifescaping Practices in School Communities is a guide for school administrators and helping professionals (school counselors, school psychologists, school social workers, and other stakeholders) looking to promote relational wellness and student success in their school. This informative new resource will introduce readers to an ecological approach by using action research and appreciative inquiry to guide and engage school-wide change. Also offered are first-hand models of conceptual lifescaping projects using action research and appreciative inquiry by first-time practitioners from different school communities.

Dynamic Relationships invites us to step into the appreciative paradigm where the principles governing our actions and relationships offer a means for increased value and meaning in our lives and communities of work and play. They empower us to become a force for creating and sustaining life-affirming relationships and success in daily living.

This best-selling classic provides a great introduction on what appreciative inquiry is and how to apply it. Sue has updated the 3rd edition with the latest research and many new examples. The Thin Thin Book of® Appreciative Inquiry is the introduction to the exciting organizational change philosophy called Appreciative Inquiry. Appreciative Inquiry is a way of thinking, seeing and acting for powerful, purposeful change in organizations. It is particularly useful in systems being overwhelmed by a constant demand for change. Appreciative Inquiry approaches change by assuming that whatever you want more of already exists in all organizations.

With the Handbook of Action Research hailed as a turning point in how action research is framed and understood by scholars, this student edition has been structured to provide an easy inroad into the field for researchers and students. It includes concise chapter summaries and an informative introduction that draws together the different strands of action research and reveals their diverse applications as well as their interrelations. Divided into four parts, there are important themes of thinking and practice running throughout.

Appreciative Living provides an in-depth overview of the principles of Appreciative Inquiry, and includes a simple 3-step process for applying the principles as well as daily exercises.

Thoroughly revised and updated, the second edition of Appreciative Inquiry offers OD and HR professionals a user-friendly resource for discovering how they can tap into the power of the Appreciative Inquiry (AI) process. An innovative process, AI is an effective way to work with a company as an organic system whose success depends on a holistic approach to connect that organization's human, technical, and organizational functions. This new edition meets the challenge of making the AI process accessible and updates three key areas of the process: the theoretical basis, fundamental assumptions and beliefs, and the basic processes. It includes step-by-step guidelines on how to apply AI in a variety of organizational situations and shows how it can be used with a wide range of initiatives, such as coaching, leadership development, strategic planning, and team building. "If there's one book to read on AI, this is it. It provides the context and rationale for this paradigm changing approach to change at any level of system. Buy it, read it, use it and enjoy achieving great results and renewed energy and enthusiasm." —Barbara Sloan, director, Organizational Development and Learning, New York University, Langone Medical Center

"Appreciative Inquiry brings the freedom and creativity of AI together with the 'nuts and bolts' of how to actually do it all. It contains everything I would want to have as a fresh practitioner, from potential designs to sample questions and excellent Case Stories." —David Shaked, founder and CEO, Almond Insight, United Kingdom "This book serves as a complete roadmap for those interested in the philosophy and practice of Appreciative Inquiry. The Case Stories encourage readers to find their own way on the journey by providing examples of successful interventions." —Terry Egan, professor, Management Studies, Pepperdine University

Written by the originators and leaders of the Appreciative Inquiry (AI) movement itself, this short, practical guide offers an approach to organizational change based on the possibility of a more desirable future, experience with the whole system, and activities that signal "something different is happening this time." That difference systematically taps the potential of human beings to make themselves, their organizations, and their communities more adaptive and more effective. AI, a theory of collaborative change, erases the winner/loser paradigm in favor of coordinated actions and closer relationships that lead to solutions at once simpler and more effective.

Appreciative Inquiry (AI), a positive and collaborative approach to organizational change, is taking hold in clinics, classrooms, and executive offices of leading healthcare organizations worldwide. Appreciative Inquiry in Healthcare:

Positive Questions to Bring Out the Best is a practical toolkit designed to stimulate positive change and engage others in creating the healthcare environment so desperately needed today. It is an encyclopedia of positive questions to help you and your team: Harness the creative energy and passion of people at all levels; Focus positive energy on the challenges facing your healthcare organization; Create a culture of top quality care; Learn about and support the best of caregivers, patients, and families; Embrace improvement opportunities with commitment and optimism; and Build collaboration based on trust and a belief in the best of one another. AI thought leader, Diana Whitney and the team of healthcare professionals at the University of Virginia Health System have joined together to provide this book of questions and AI activities designed especially for hospitals, clinics, medical educators, and health care leaders.

First published in 1999, this newly revised edition of Appreciative Inquiry by the originators of the AI movement is the best short introduction to the subject. Organizations will benefit from a fresh approach based on solid, proven principles for unleashing people's creativity, knowledge and spirit toward a common purpose.

"Appreciative Inquiry for Collaborative Solutions: 21 Strength-Based Workshops is a unique application of Appreciative Inquiry to the world of learning and development. The twenty-one workshops in this book are on topics of strategic importance, addressing the desire and need, in our interconnected world, for greater participation and active collaboration in meaning making and resource sharing. Collectively, we have moved beyond data and information collection and knowledge management into new knowledge creation with the imperative to be able to apply new knowledge wisely. These workshops not only deliver positive, new, and wise outcomes, but have the potential to create transformational change at personal, organizational, and societal levels. Appreciative Inquiry as a change methodology is highly impactful in helping us shift how we think, feel, and do business." --Book Jacket.

Presents organizational behaviour from a marketing perspective, offering examinations of standard topics, areas that deserve more attention and emerging issues that will affect the future of OB. Subjects that contribute to expanding

demand for OB theory, approaches and results are explored.

One of today's most popular change methods, Appreciative Inquiry (AI) has been used to undertake transformational initiatives in dozens of organizations. The authors offer sample project plans, designs, agendas, and more in this revised, updated, and expanded edition.

**NEW EDITION, REVISED AND UPDATED** The Power of Appreciative Inquiry describes the internationally embraced approach to organizational change that dramatically improves performance by engaging people to study, discuss, and build upon what's working – strengths – rather than trying to fix what's not. Diana Whitney and Amanda Trosten-Bloom, pioneers in the development and practice of Appreciative Inquiry (AI), provide a menu of eight results-oriented applications, along with case examples from a wide range of organizations to illustrate Appreciative Inquiry in action. A how-to book, this is the most authoritative and accessible guide to the newest ideas and practices in the field of Appreciative Inquiry since its inception in 1985. The second edition includes new examples, tools, and tips for using AI to create an enduring capacity for positive change, along with a totally new chapter on award-winning community applications of Appreciative Inquiry.

**Appreciative Team Building: Positive Questions to Bring Out the Best of Your Team** provides your team with everything it needs to discover the keys to past successes and future possibilities. Learn how to enhance your team's performance by igniting engaging conversations. Providing 48 positive questions, sample interview guides, and a step-by-step process for self-managed inquiry, Appreciative Team Building breaks new ground in the development of high performance teams. Choose positive questions on any one of eight topics that are pivotal to high performance and team development: Clear and shared goals Clear and shared roles and responsibilities Supportive and empowering relationships Clear and shared procedures Nurturing and challenging leadership Evolving energy and spirit Productivity and performance Complete, purposeful and uplifting communication Then follow a step-by-step self-managed appreciative inquiry process that guides your team-your unique collection of relationships-towards its highest potential. Hear what people are saying about

**Appreciative Team Building:** "This book is full of provocative and positive questions that will develop and enhance your team's performance, yielding faster and better results." -Julie Meiresonne Director, Customer Relations Hunter Douglas Window Fashions Division, Broomfield, CO "Take time to savor every page of this book. The questions are free and intentionally different. They draw you in, transforming how you and others work together on a day-to-day basis. It is a meaningful contribution to the field. Grab it." -Jane Galloway Seiling Senior Editor, Focus Book Series, The Taos Institute Consultant and Author, The Membership Organization and The Meaning and Role of Organizational Advocacy

The NTL Handbook of Organization Development and Change is an essential tool for both practitioners and students who want to know how to effectively bring about meaningful and sustainable change in organizations. Featuring contributions from leading practitioners, academics, and scholars in the field, each chapter comprehensively explores a key aspect of organization development including core theories and methods, OD in the international and world setting, practical applications, the future of OD, and many others. Co-published with the NTL Institute, a long-time leader and champion for the field, The NTL Handbook of Organization Development and Change boasts an extensive range of knowledge, experience, and methods integrated by a philosophical system that underscores the vital mission of OD as well as provides expert guidance in the art and science of making organizational development and change work.

Over the past decade Appreciative Inquiry (AI) has rapidly emerged as one of the most significant advances in the field of organization development and change. This book is the first to provide a comprehensive practitioner's guide to the AI Summit-the preferred method when applying whole-scale change to large groups. The authors-four of the leading experts on Appreciative Inquiry-explore the theories of organization change and large-group process on which the AI Summit is based; walk the reader step-by-step through the process of planning, conducting, and following up on an AI Summit; provide a series of case studies of the AI Summit in action; and share essential success factors-what they have learned in their work with AI and large-group processes that contributes to success in large-scale efforts. This book is an essential resource for anyone who works with Appreciative Inquiry, large group interventions, or whole-system change processes.

A stateoftheart reference, drawing on key contemporary research to provide an indepth, international, and competenciesbased approach to the psychology of leadership, change and OD Puts cuttingedge evidence at the fingertips of organizational psychology practitioners who need it most, but who do not always have the time or resources to keep up with scholarly research Thematic chapters cover leadership and employee wellbeing, organizational creativity and innovation, positive psychology and Appreciative Inquiry, and leadershipculture fit Contributors include David Cooperrider, Manfred Kets de Vries, Emma DonaldsonFeilder, Staale Einarsen, David Day, Beverley AlimoMetcalf, Michael Chaskalson and Bernard Burnes.

"This important volume represents a paradigm shift in the evaluation field ? presenting an approach that shifts evaluation from being something that we ?should? do to something that stakeholders can ?look forward? to doing, even something they might actually love doing? turning what can often be drudgery that ends up with reports that sit on shelves to dynamic processes that are downright fun, while at the same time profound, resulting in accelerating positive change in organizations, programs, and those who are part of them. The book challenges the basic tenets underlying evaluation, pushes the boundaries of the discipline. The field may never be the same." "?Malcolm J. Odell, Jr., "Appreciative Inquiry Consulting, LLC" I am delighted that the authors have taken AI and found new uses for this approach. They provide concrete examples of the many ways evaluators have successfully used the AI approach in a wide variety of program and geographic settings. Combining theory and practice, this book is an important contribution to the evaluation field." "?Gail Johnson, "The Evergreen State College" Reframing Evaluation Through Appreciative Inquiry is the first book to introduce the application of Appreciative Inquiry (AI), an approach for organizational development and change, to the

practice of evaluation. Authors Hallie Preskill and Tessie Tzavaras Catsambas lay out the theoretical foundation of AI and build a bridge between the theory and practice of applying AI to evaluation. Key Features: ? Provides a step-by-step guide: Written in a clear, accessible style, the text explains the way this particular approach has been used to frame, design, and conduct evaluations in various sectors worldwide. Reflects specific real-world applications of AI to evaluation practice: Numerous U.S.-based and international case examples enhance readers' ability to see the nuances of applying AI to evaluation in a wide variety of international and multicultural, organizational, community, and population contexts. Offers a whole-systems approach: This text provides a whole systems approach which enables evaluation to deal with complex and dynamically changing programs. Intended Audience: ? This book will appeal to a broad audience that includes evaluators, management and organization development consultants, program staff, and researchers in a wide variety of organizational and community settings. It is an ideal supplemental text for graduate courses that require students to practice evaluation.

A second edition of *Memories, Hopes, and Conversations* is now available! With helpful updates throughout, the new edition features five new chapters on Appreciative Inquiry applied in real congregations. When First Presbyterian Church in Altadena, California, was asked to provide a mission study report for its pastor nominating committee, the congregation was afraid they would find themselves engaging in busy work and producing a report that would wind up in a file gathering dust. They then asked professor Mark Lau Branson to consult with them on writing this report. He invited them to join in a process of Appreciative Inquiry--a transformational organization change process--which resulted in a major shift in congregational conversations and a new sense of hope. *Memories, Hopes, and Conversations* recounts the experience of First Presbyterian and outlines a process that any congregation can utilize to harness the energies of the congregation at all levels of its common life. Branson first leads readers through the foundations of Appreciative Inquiry and bravely explores biblical texts for understanding the practice in a faith context. He then outlines and illustrates a four-step process--Initiate, Inquire, Imagine, Innovate--that creatively employs constructive conversations and questions to evoke storytelling and spur imaginations. Branson persuasively demonstrates how concentrating on needs and problems can mire a congregation in discouragement and distract it from noticing innate strengths. By focusing on memories of the congregation at its best, members are able to construct "provocative proposals" to help shape the church's future. Grounded in solid theory and real-life practice, *Memories, Hopes, and Conversations* is a groundbreaking work of narrative leadership and the first book to apply the principles of Appreciative Inquiry to the lives of congregations.

*Appreciative Inquiry: Research for Change* is the first book to explore in depth the issues that arise when appreciative inquiry is used as a research framework, rather than an organizational development tool. Author Jan Reed draws upon her own experience of using Appreciative Inquiry (AI) as a research approach—shaping the asking of questions, the gathering of information, and the communication of ideas.

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