



# **Appreciative Inquiry**

partnerships for governance and citizenship

First Asian AI Summit  
SAIDI School of OD

**David L. Cooperrider PhD.**  
Case Western Reserve University

# It's a Special Time in Our Field

Improbable; Unstoppable & Transformational Partnerships



Jenniffer Deckard, CFO

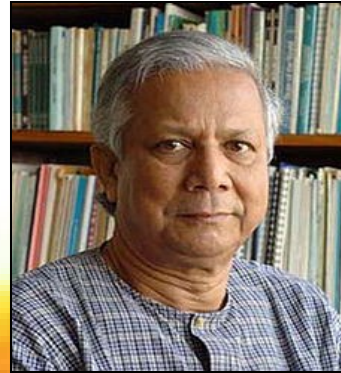
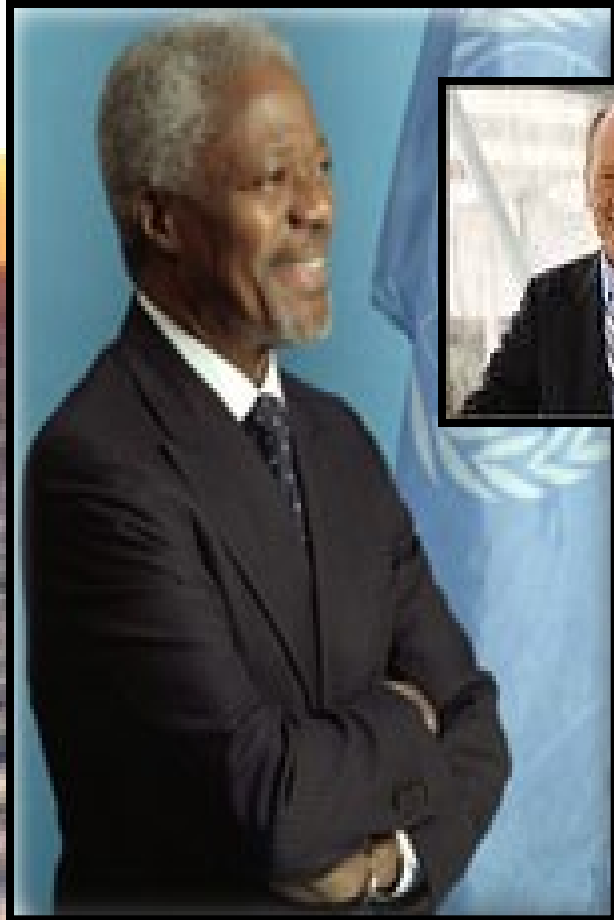
1. Improbable Partnerships.

2. Science of Human Strengths—Positivity.

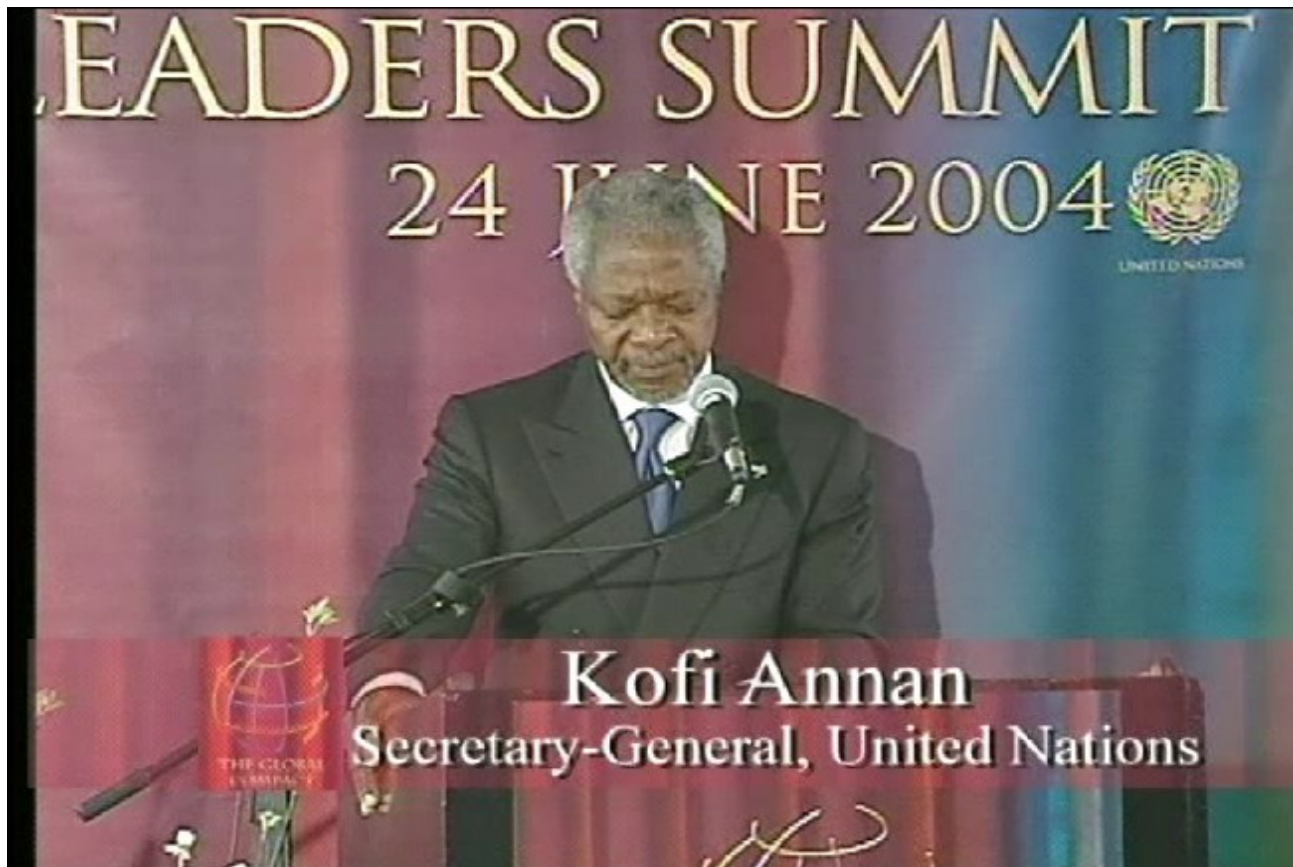
3. The Story of “AI” and our newest work—sustainable economies



Our Most Recent Work At Case Western Reserve University  
*Business as a Partner with Citizen Organizations*  
*What will they call our generation?*



# Appreciative Inquiry Summit Example Government, Citizen, Business Partnerships



It's a bright green economy  
Eradicated extreme poverty  
Powered through renewable energy  
Globally inclusive markets, dignified work  
Markets "high information" and "aligned incentives"  
Rewards sustainable value, sustainable development  
Positive institutions. Do good, do well.

*Images  
of the  
Future*

**What a Privilege To Be In This Field At This Time**



# THE PLAIN DEALER

READ BY 1,306,203 IN PRINT AND ONLINE EACH WEEK | 724 PAGES | \$12 WEEKLY



WEDNESDAY, AUGUST 18, 2010

\*\*\*\*\*

## Sustainability summit offers view of a green, prosperous Cleveland



PHOTO BY GUY LAWRENCE FOR THE PLAIN DEALER

The Letter of Three Inc., the Dallas-based global manufacturer of specialty ceramic materials, holds up a model Friday at Sustainable Cleveland 2010 showing how local companies can work together to adopt sustainable business practices. Companies that have embraced sustainability often find that a waste byproduct at one company is raw material for another. If corporations can address their home-borne, no one company can solve all of the problems by moving to sustainability, he said.

3-day summit fuels green movement | LEWIS BRIDGEMAN

## Today's News SPORTS

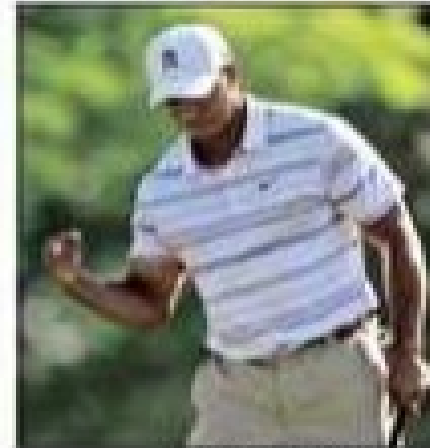


PHOTO BY GUY LAWRENCE FOR THE PLAIN DEALER

### Tiger at the top

Three players took home glories Friday with Tiger Woods and he pulled away late in the PGA Championship. Woods shot a 12-under 70 to finish four-shot lead, his largest through 72 holes at a major since the 2007 British Open. **Statista, B1**  
Tells it was to be his, 11-0. Justin Morneau finally knows what it feels like to be an Italian. Morneau allowed seven runs on six hits in his longest Friday in an 11-0 loss to the Minnesota Twins. **D1**

## NATION & WORLD

### Obama blunt about insurers

President Barack Obama on Friday accused major insurance companies of trying to undermine his plans for controlling health care by "throwing us opposition." **Details, A1**

Missouri discards out of politics: Lynette "Sage" Thomas, a disciple of Charles Manson who was convicted of trying to smother President Gerald Ford in 1975, walked out of a Fort Worth prison Friday morning. **Details, A1**

Economic  
Empowerment

Collective  
Impact

Partnerships:  
Business,  
NGOs,  
Government



Today

What is  
Appreciative Inquiry?

Stories, Tools, and Questions

# Peter Drucker on Leadership: Our Last Conversation



**“The task of leadership is to create an alignment of strengths...making a system’s weaknesses irrelevant”.**

See Cooperrider Commentary

<http://www.cooperrider.com/leadership/leadership-commentary-peter-drucker/>



Could it be that change is all about strengths?

When you change the way you  
see things, the things you see  
change.

# Language of life

How Do We Link Sustainability with  
Positive Psychology?

# Peterson and Seligman's Classic Work on Character Strengths, 2004

## VIA Classification of 24 Human Strengths—Mayerson VIA Site

### **Wisdom & Knowledge**

- Curiosity/interest
- Love of learning
- Open-mindedness/judgement
- Creativity/ingenuity
- Perspective

### **Courage**

- Bravery
- Perseverance and industry
- Integrity/honesty
- Zest/enthusiasm

### **Humanity**

- Love/intimacy
- Kindness/generosity
- Social intelligence

### **Justice**

- Citizenship/loyalty/teamwork
- Equity/fairness
- Leadership

### **Temperance**

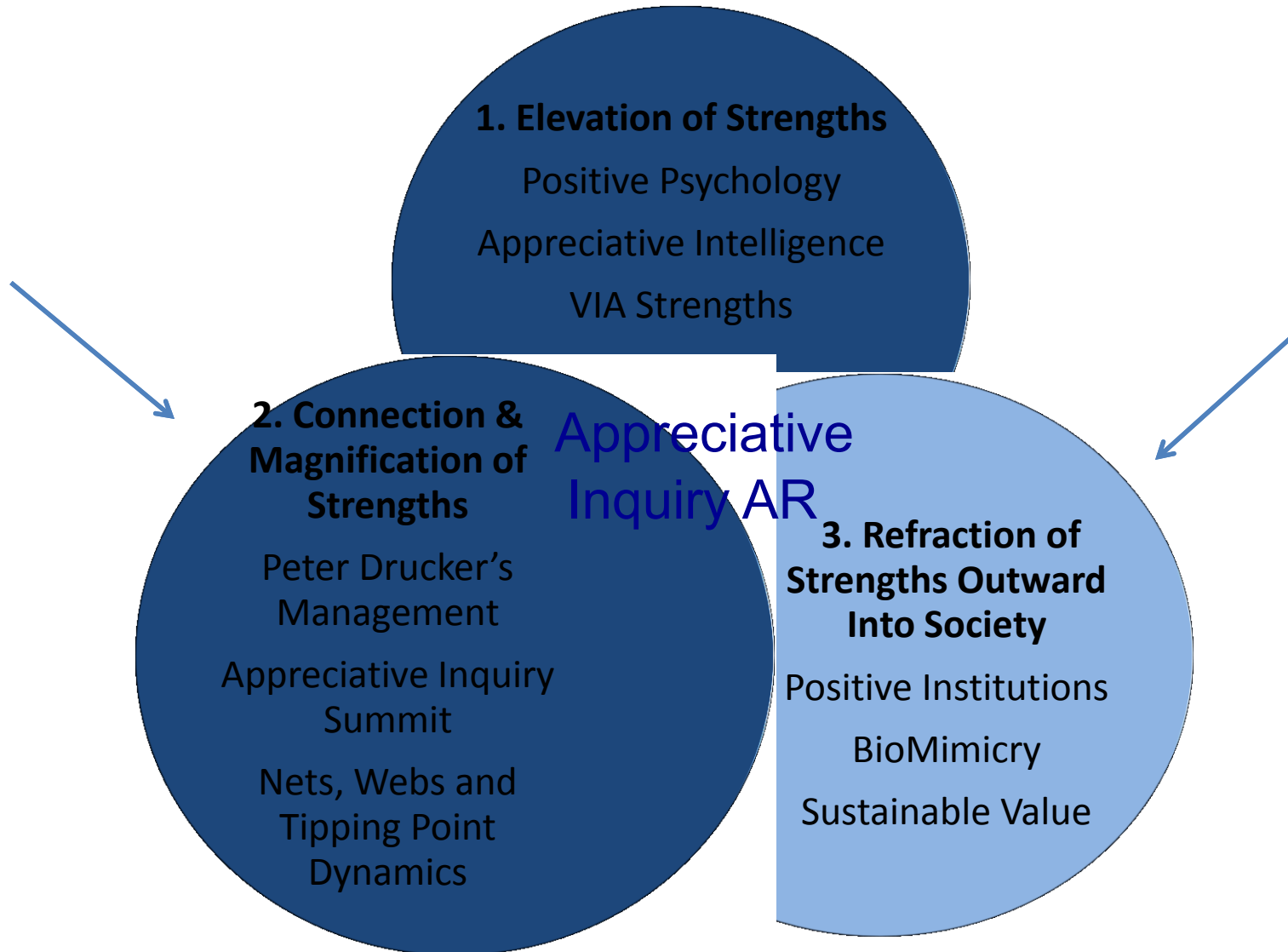
- Forgiveness/mercy
- Modesty/humility
- Prudence/caution
- Self-control/self-regulation

### **Transcendence**

- Appreciation of beauty/awe
- Gratitude
- Hope/optimism
- Humour/playfulness
- Spirituality/religiousness

# Where is the Field of Positive OD Heading?

## 3 Circles of the Strengths Revolution



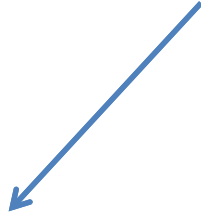
# The Strength of Strengths-Based Leadership is Obvious?

The Positive Psychology Research Revolution

But Does it Translate to Business?

The 80/20 Data Set

# Deficit Theory of Change—It's Pervasive



- Identify problem
- Conduct root cause analysis
- Brainstorm  
and analyze possibilities
- Action plans/Treatment

*Metaphor: Organizations  
are problems-to-be-solved*

*Most schools, companies,  
families and organizations  
function on an unwritten  
rule...*

- *“Let’s fix what’s wrong and  
let the strengths take care of  
themselves”*

*--Gallop Poll*

- The 80% Focus on Weaknesses:  
AACF—Which Would You Spend  
Most Time On?

# Unintended consequences of *chronic* deficit discourse:

- Fragmentation
- Sisyphus Syndrome—  
Exhaustion
- “The Experts Must Know”:  
Increases in Hierarchy
- Spirals in Deficit  
Language
- Isolation
- Closed Door  
Meetings/Fear





# Deficit Change

(problem-analytic “solving”)



- Identify problem “What’s Wrong?”
- Conduct root cause analysis
- Brainstorm solutions
- Develop treatment - action plans to “solve”

# Appreciative Inquiry

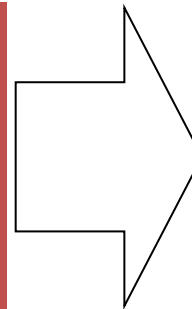
(strength-magnifying “creating”)



- Appreciate “What’s Best?”
- Imagine “What’s Next?”
- Design “How Might We?”
- Create “What Will We?”

Problem Metaphor:  
Organizations are:

“problems to be solved”



Mystery Metaphor:  
Living systems; relational life

“universes of infinite strengths”

## Appreciative Inquiry is a Shift

*“No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew.”*

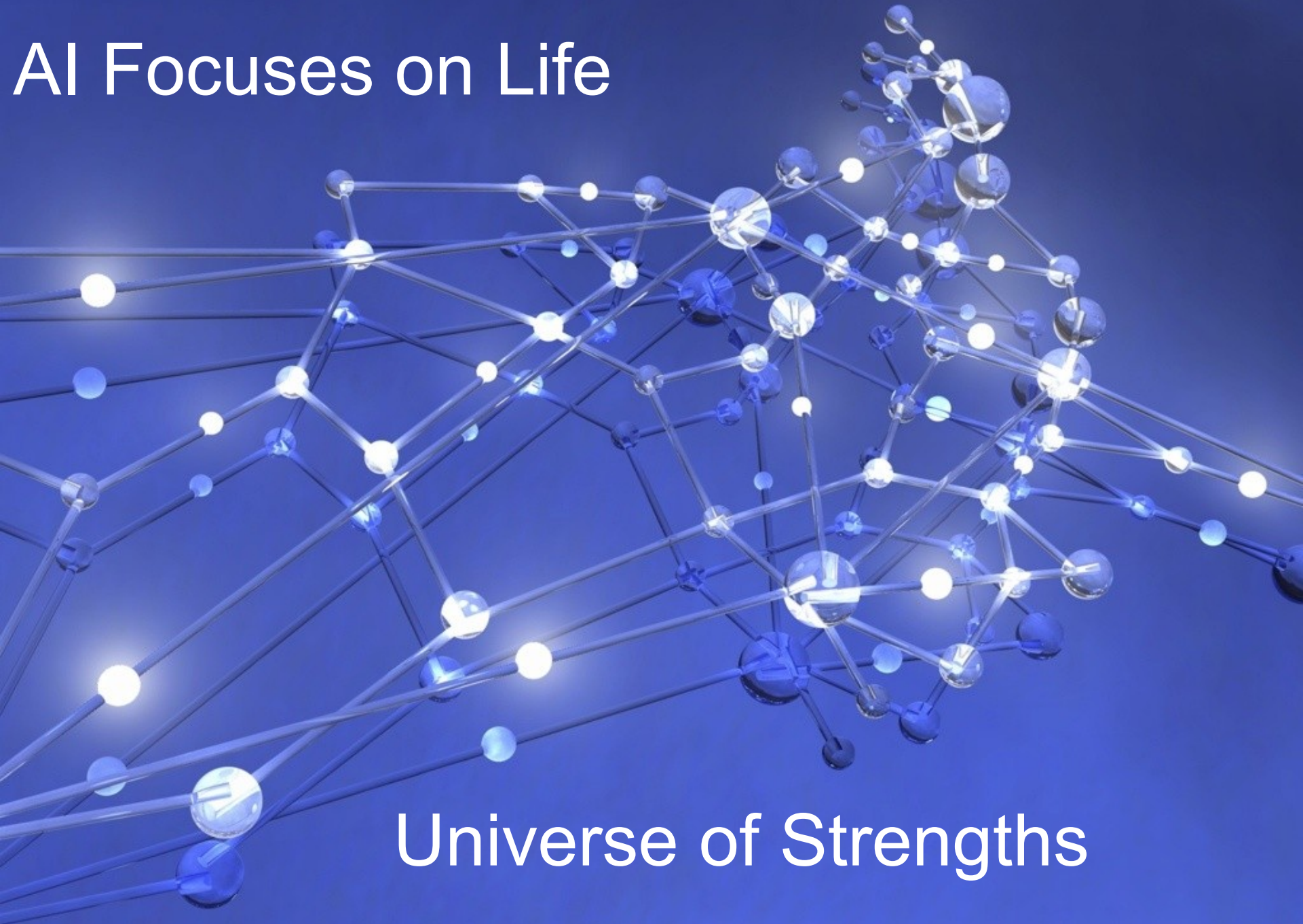
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*--Albert Einstein*

*“The real act of discovery consists not in finding new lands but seeing with new eyes.”*

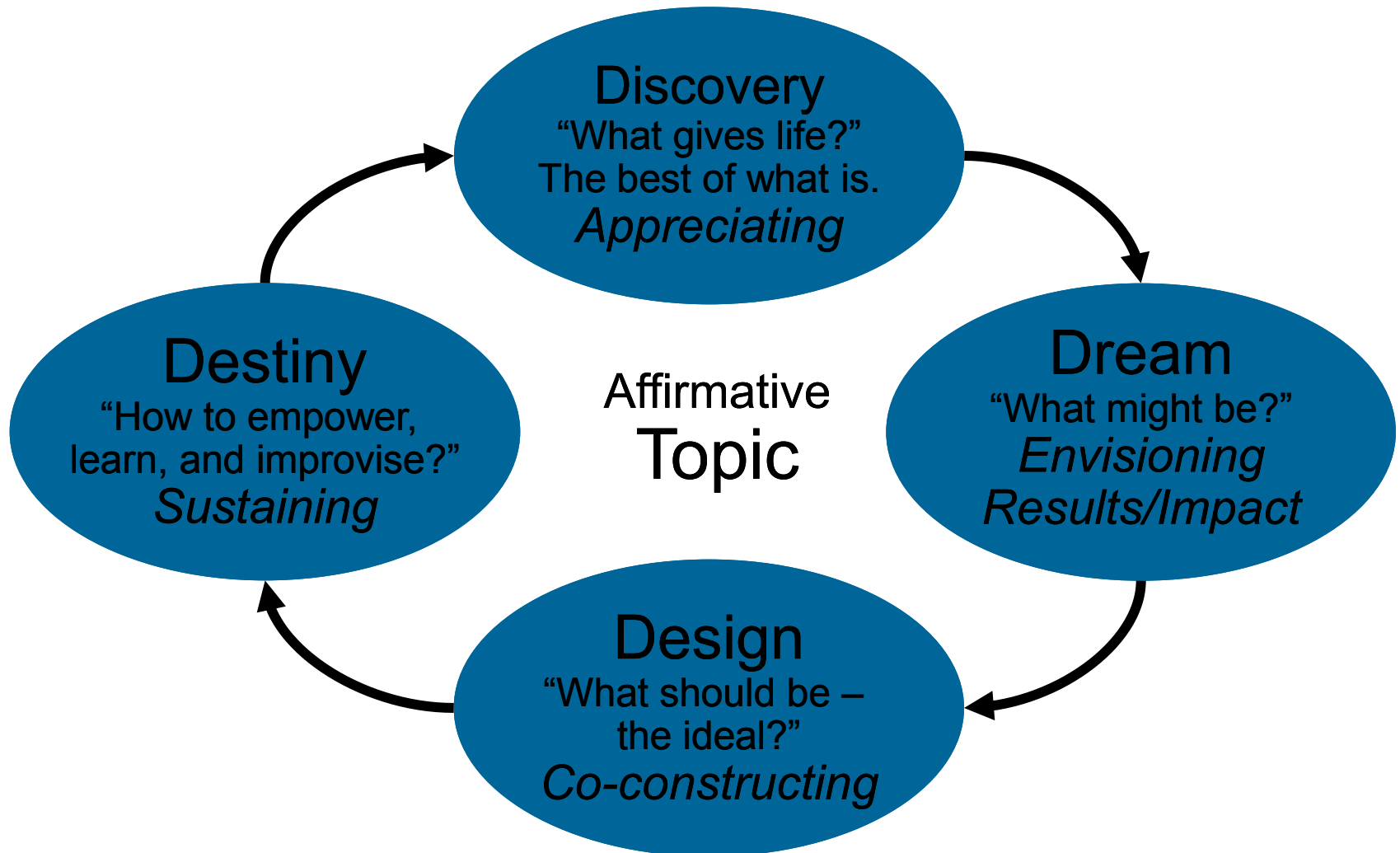
*--Marcel Proust*

AI Focuses on Life



Universe of Strengths

# From the World as a Problem To...a Universe of strengths



# What is the Appreciative Inquiry Summit?

## The Question of Change at Scale of the Whole



## Success Factors

# The AI Summit

- ◆ “Whole System” in the Room
  - ◆ The Task is Clear
  - ◆ Stakeholders Match the Task
- ◆ The “Concentration-Effect” of Strengths
  - ◆ Top Down & Bottom Up & Whole
- ◆ From Dialogue to Design-Inspired Innovation
  - ◆ 2 ½ -3 Day Event: 300 to 2,000 Participants
    - ◆ Face-to-Face & World-Wide Web
  - ◆ 100s of Examples--Uncommon Action Results

On June 22, 1969 the eyes of the world turned to Cleveland.

50 years later in 2019—when the world looks to Cleveland for a sensational retrospective on the fire—like a phoenix reborn from the fire, Cleveland will surprise, amaze, and inspire the world with its transformation **to a bright green city on a blue lake.**



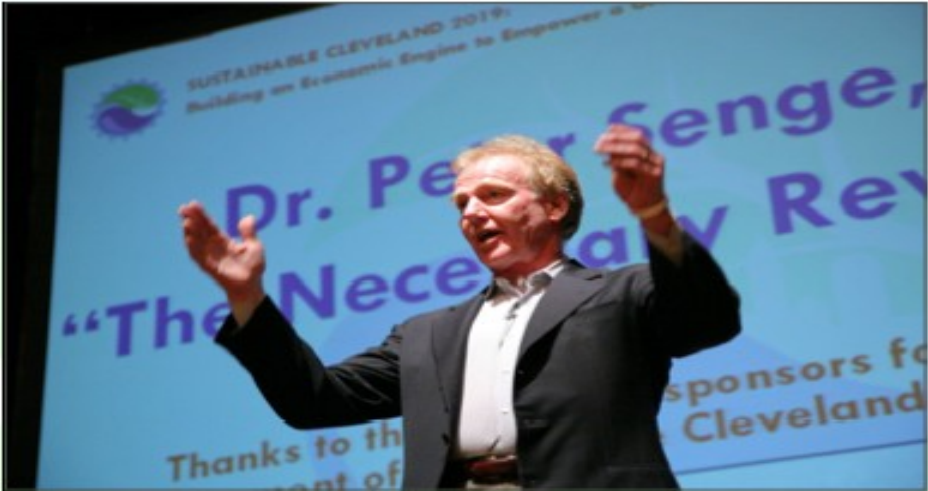
...Our Task Is Born



**Sustainable Cleveland 2019**

**Creating an Economic Engine to  
Empower a Green City on a Blue  
Lake**

# Sustainable Cleveland 2019: Creating A Green City on a Blue Lake



*"The path that we have been living, the industrialization process globally that we've been living out simply has no future."*



AI Summit With Whole City



# SPECIAL STAKEHOLDER MIX

STAKEHOLDERS FROM ALL Sectors:

Business (Large)

Business (Small/Medium)

Union/Labor/Service

Media/Communications

Academia/Education/Researchers

Engineer, IT, Scientist, etc

Non-Profit/Philanthropic/Associations

Arts/Culture

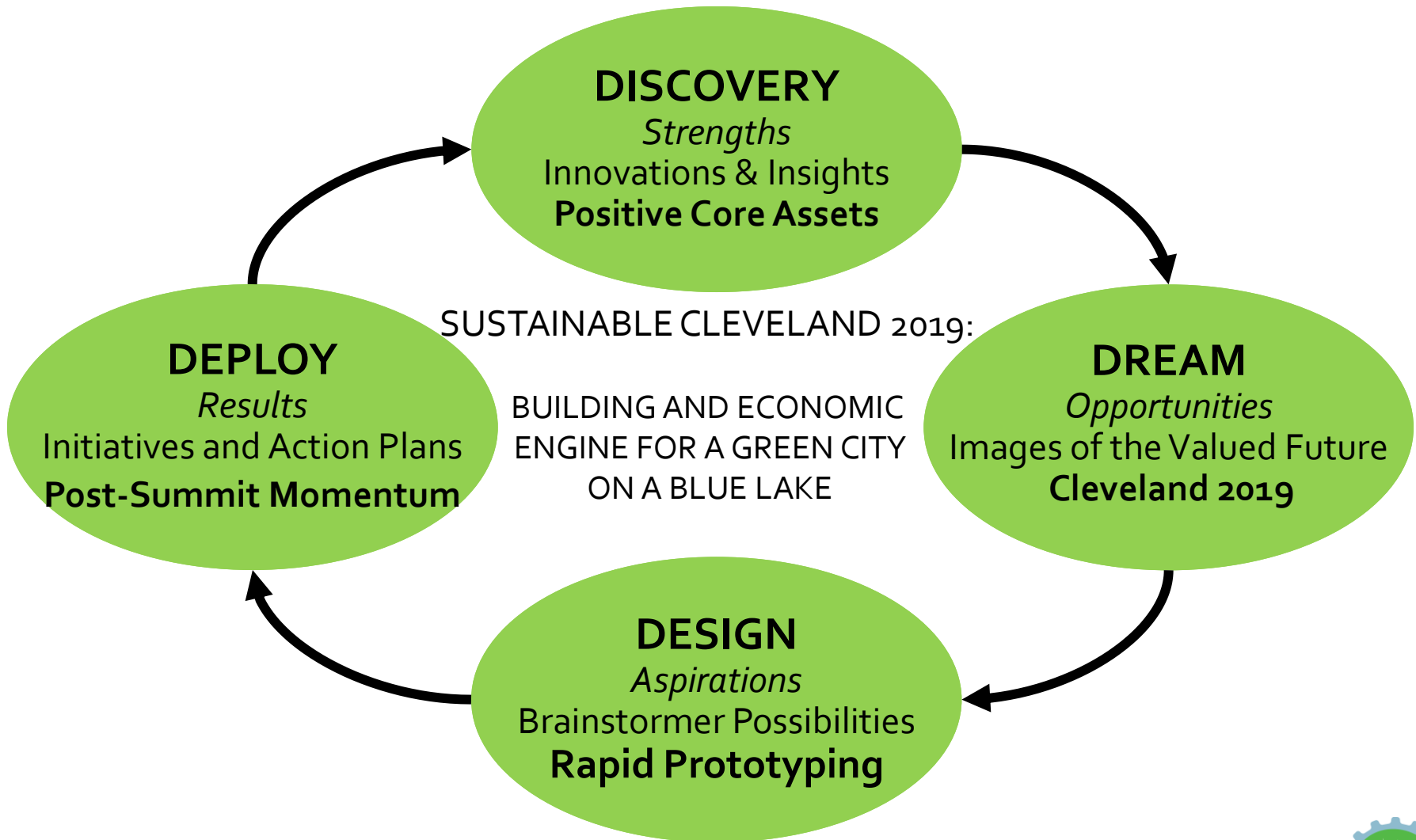
Student/Youth Leaders

Government/Elected Official

National and International “External” Stakeholders



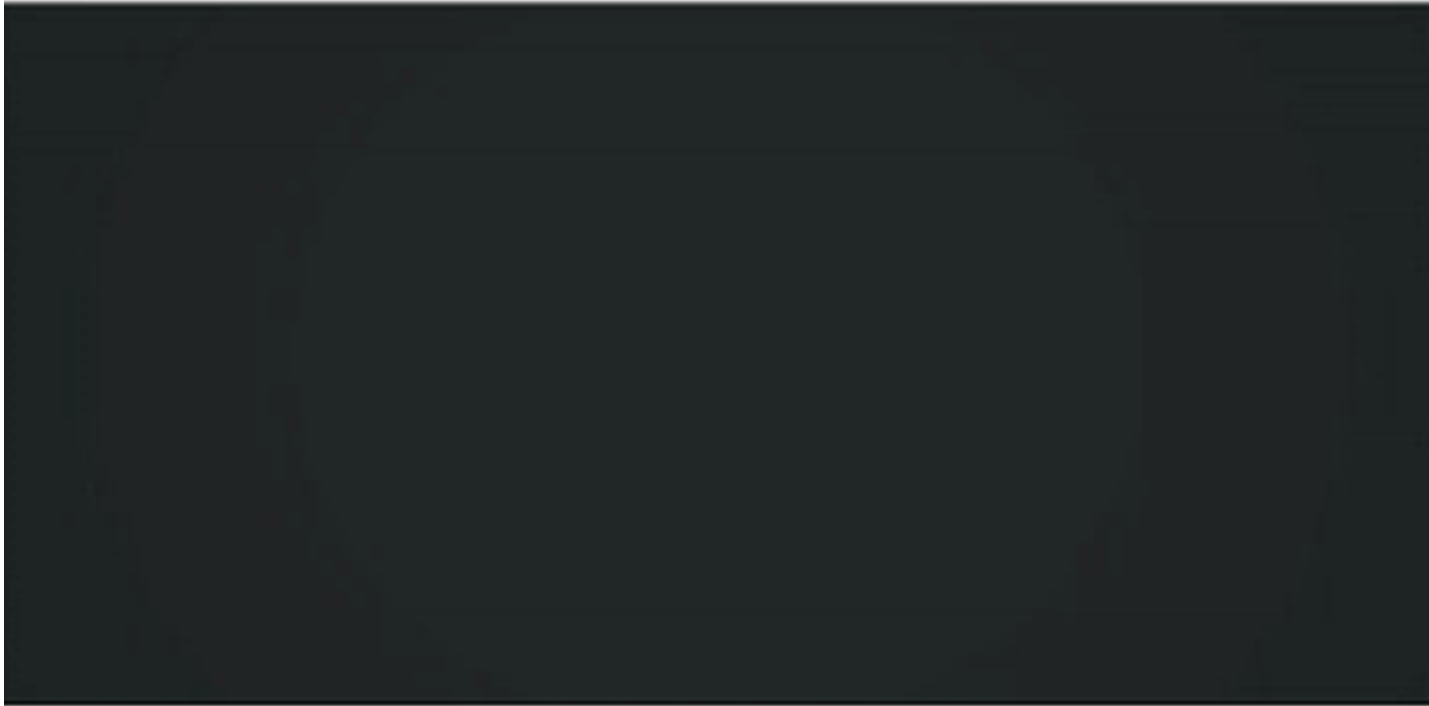
# 4-D Cycle & Summit Task



**SUSTAINABLE CLEVELAND 2019:**  
**Building an Economic Engine to Empower a Green City on a Blue Lake**



Sustainability=Innovation

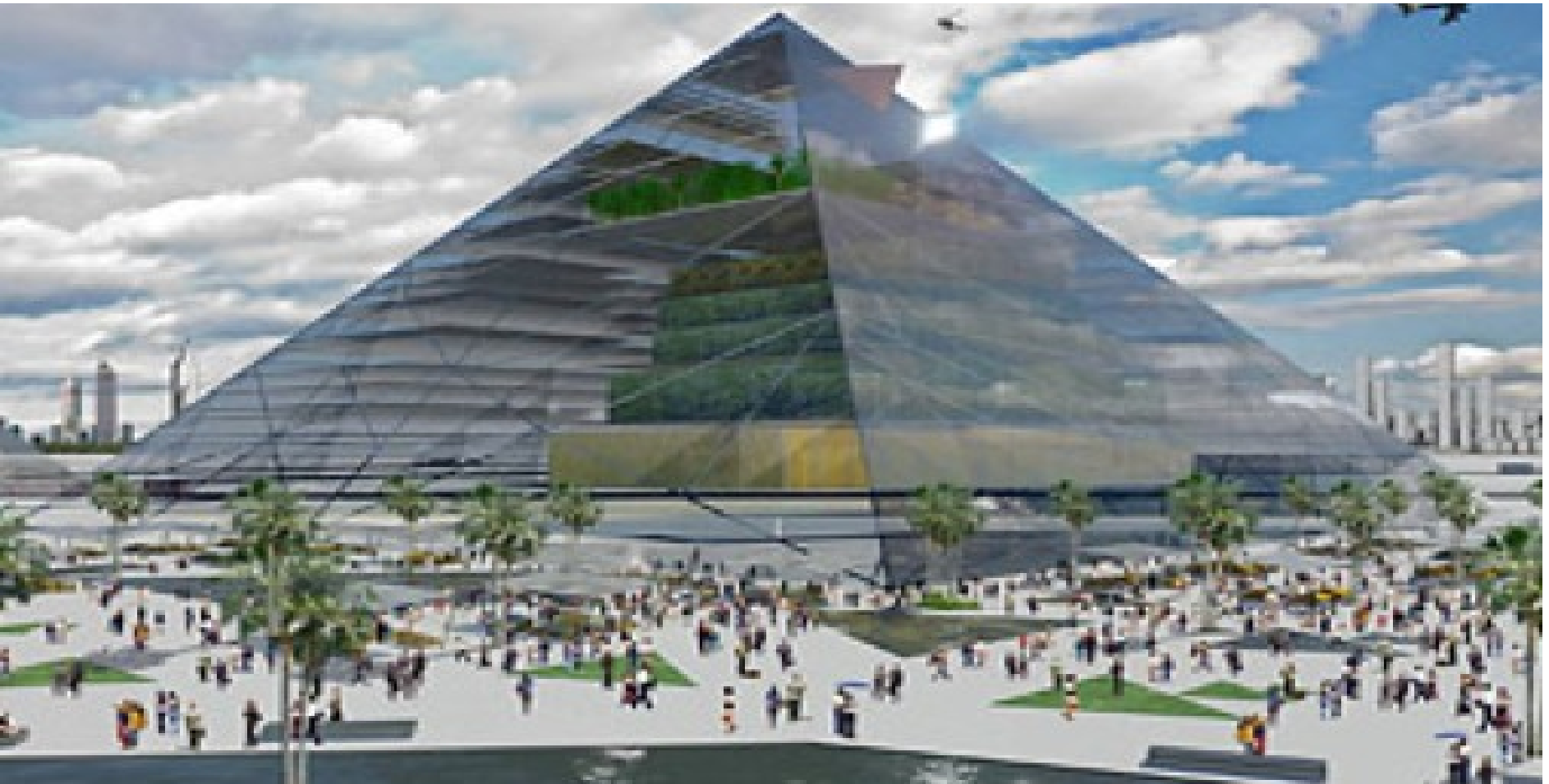


# Summit Moving to Action Nets

Advanced Energy Generation  
Advance Energy Research and Commercialization  
Advanced Manufacturing and Materials  
Communications and Branding  
Engaging 1.6 Million  
Green Building  
Health  
Local Foods  
Metrics of Success  
Post-Summit Momentum  
Public Contract  
Social Capital  
Social Entrepreneurship in the Urban Core  
Strategic Partnerships and Learning  
Sustainable Business Innovation and Incubation  
Transportation  
Vacant Land Use and Green Space  
Waste to Profit  
Water  
World-Class Sustainable Education



# A Prototype for Urban Agriculture



Will Create 10,000 Jobs

# Summit Prototypes



The Alternative Energy group (above) makes the business case for a freshwater wind farm in Lake Erie.



The Local Food group brainstorms to create "GROWHIO."



# Virtuous Cycle Example:

*How One Good Thing Can Lead to the Next*

## Establishing First Major Freshwater Wind Energy Presence

- Attracts leading research and minds
- First mover advantages: \$, certification centers

## Creates New Industries

- Suddenly GM's Volt Cast in New Light
- Job Opportunities; New Markets & Products
- Shai Agassi's bold plan for electric cars-bring down cost, cleans the air we breath

## Cleveland's Pride

- Bright Green Economy and National Eye
- **\$ 150 Million Dollar Agreement With GE**



# Summit Headlines: 700 Leaders, 3 Days

## BUSINESS

UPDATED FINANCIAL NEWS AT CLEVELAND.COM/BUSINESS

### SUSTAINABLE CLEVELAND 2019

# Bright ideas for a greener Cleveland

First report from August summit offers an array of suggestions on how to put Northeast Ohio at the forefront in changing how we live, work and play

...board of di-  
...all of the em-  
...ations it made in  
...the 25 percent cut in  
...Anthony Alexan-  
...request.  
...declining power sales  
...decision, the board cut  
...levels 5, 10, 15 and 25  
...depending on the job.  
...er took a 25 percent cut  
...y in June, from \$1.34 mil-  
...\$1 million. The reduction  
...affect other parts of Alexan-  
...total compensation package,  
...at \$1.34 million last year.  
...d on the utility's overall per-  
...ance.  
...the company's four other top of-  
...ers took 20 percent reductions in  
...ase pay to June. Their salaries  
...were reinstated as of today's week,  
...In a filing with the SEC this week,  
...the Akron utility reported the rein-  
...ated pay levels of its top four offi-  
...ers, noting that Alexander had re-  
...quested the cuts to his base salary  
...remain in place.  
...The four other officers and their  
...pay are:  
...Mark T. Clark, chief financial offi-  
...cer, from \$424,000 back to  
...\$300,000 per year.  
...Gary Luedich, executive vice presi-  
...dent, generation, from \$520,000 to  
...\$600,000.  
...Richard Grigg, executive vice  
...president, utilities, \$600,000 to  
...\$750,000.  
...Luis Vespoli, executive vice presi-  
...dent, general counsel, from  
...\$424,000 to \$530,000.  
...All four officers earned total com-  
...pensation packages well over a mil-  
...lion dollars last year, based on com-  
...pany earnings.  
...The filing does not explain  
...why the company is now earn-  
...ing less.

FRIDAY, SEPTEMBER 18, 2009

### The Ticker

#### THE MARKETS

See our Moneywise stocks report, C3

chg	close	chg	TD % chg	
▼	DOW JONES INDUSTRIALS	9,783.32	-0.08	11.48
▼	NASDAQ	2,126.75	-0.30	34.86
▼	NEW YORK STOCK EXCHANGE	7,002.17	-0.51	21.63
▼	STANDARD & POORS	1,065.49	-0.31	17.96

#### Stocks give up gains in quiet day of trading

Stocks posted modest losses in quiet trading Thursday after a three-day advance. Traders found little in the weekly employment data, or reports on housing and manufacturing, to provide new encouragement about an economic recovery. Stocks surrendered early gains around midday. Lacksater earnings reports from FedEx Corp. and Oracle Corp. added to investors' caution. Moneywise, C3

#### NATION & WORLD

##### Out of work

The number of newly laid-off workers seeking jobless benefits fell last week to its lowest level since July, but the total on unemployment rolls rose.



##### Housing starts up; jobless claims down

Adding to evidence the recession may be ending, housing construction rose in August and fewer laid-off workers sought jobless aid last week. Housing starts rose 1.5 percent to an annual rate of 598,000 units, the highest level since November. Initial claims for unemployment benefits dropped to a seasonally adjusted 545,000 from 557,000 the previous week. Details, C2

##### Mortgage rates keep falling

30-year home loans edged down for the third straight week and are close to record lows reached over the spring. Details, C2

##### Snow Leopard makes tracks

In its first two weeks on the market, Apple Inc.'s Snow Leopard operating system has sold twice as well as the previous version, called Leopard, according to NPD Group Inc.

##### Microsoft tests Web apps

Facing competition from Google, Microsoft Corp. started an early test of free Internet-based versions of Word and Excel software by thousands of customers Thursday.

##### Bank borrowing declines

The Federal Reserve says banks borrowed less over the past week, with emergency lending facility, Daily Treasury Note, 7 billion, down from 10 billion last week.

"Sustainability summit offers view of a green, prosperous Cleveland"

"Summit sparks commitment to spread sustainability gospel"

"Mayor Jackson pulls off an amazing feat with an exhilarating, idea-sparking summit," by Charles Michener

"A green economic engine can drive Cleveland's future," by David Cooperrider

Not Top Down

Not Bottom Up



It's Whole— it's the 3<sup>rd</sup> Way

# Why Does the Experience of the “Whole System” Bring Out the Best?

Why so easy?

Spark innovation and collaboration?

Make change less traumatic?

Create high engagement?

Build leaders at every level?

# Positive Profusion—Three Observable Phases

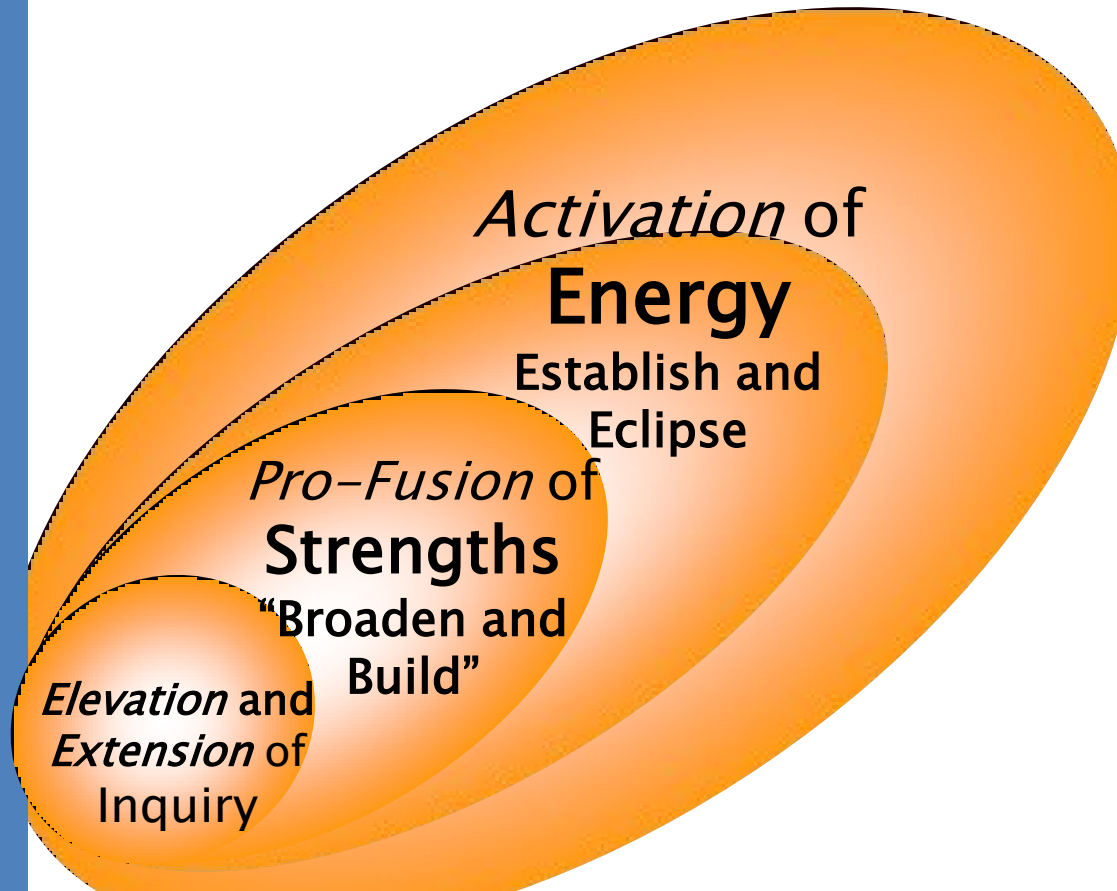
1. Elevate-and-Extend
2. Broaden-And-Build
3. Establish-and-Eclipse

See Cooperrider and Godwin, 2010

<http://appreciativeinquiry.case.edu>

**Extension of Relatedness  
& Universal Capacity**

**High**



**Low**

Activation of Inquiry into “What Gives Life?”

**Initiating**

**“Appreciable World”**

**Advancing**

The Elevation.

The Magnification



And the Refraction of Human Strengths

# “The Surprise of Friendship” What Matters Most in Ai?



# Knowledge Resources

## Appreciative Inquiry Cases and Tools

- AI Commons <http://ai.cwru.edu>
- <http://www.aipractitioner.com/>

## Business as Agent of World Benefit

[www.worldinquiry.org](http://www.worldinquiry.org)

- The First Masters Degree in *Positive* Organization Development  
<http://weatherhead.case.edu/mpod/>
- AI Certificate Program in Positive Business and Society Change  
[http://weatherhead.case.edu/seminars/certificate\\_appreciative.cfm](http://weatherhead.case.edu/seminars/certificate_appreciative.cfm)

Online AI Training  
<http://www.ovationnet.com/>

[David.cooperrider@case.edu](mailto:David.cooperrider@case.edu)