

Appreciative Inquiry and Positive Psychology

Sarah Lewis: Appreciating Change

The Relationship

- What is Appreciative Inquiry
- What is Positive Psychology
- How are they connected?
- How are they different?
- How can they be integrated in business psychology practice?

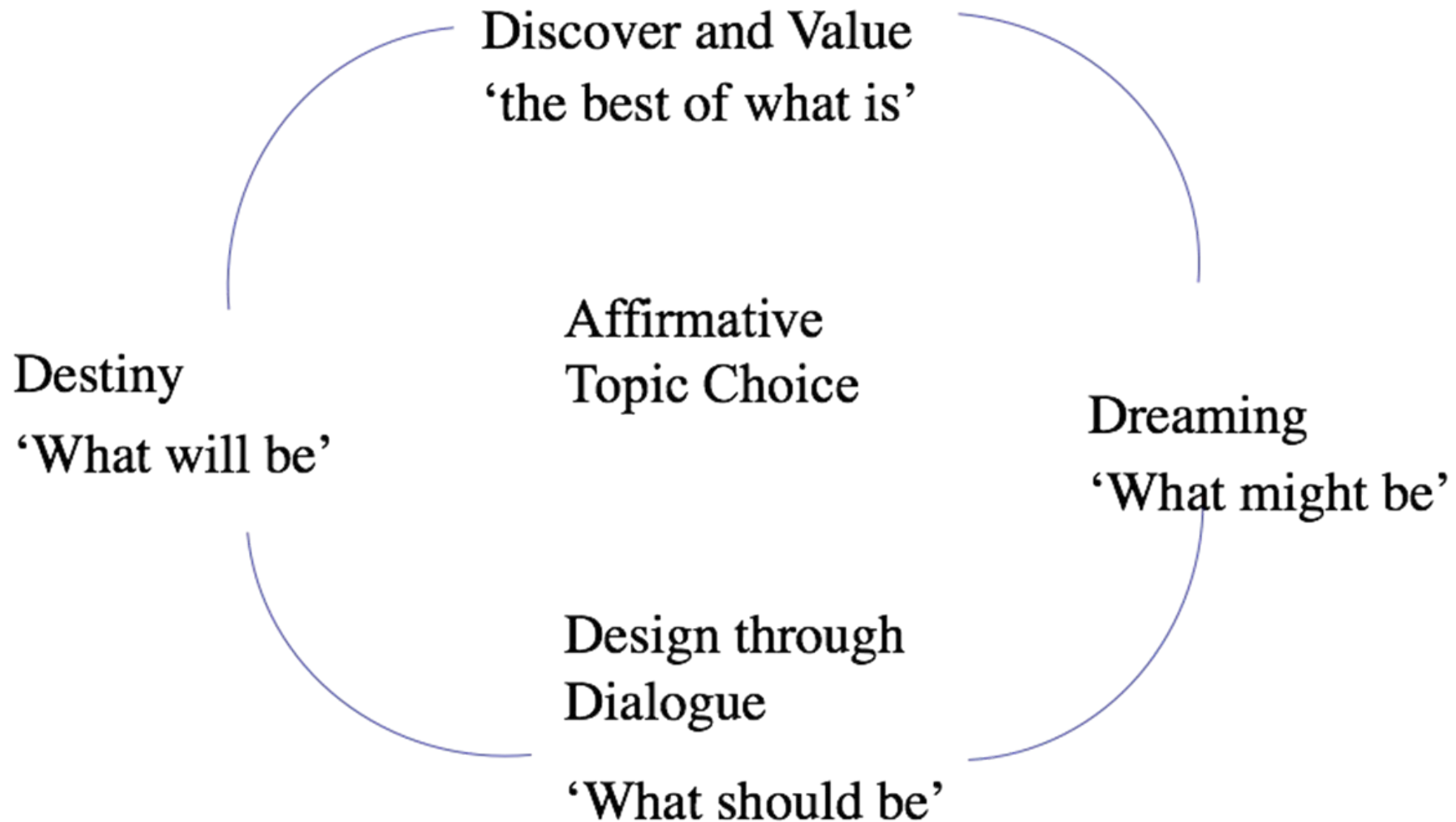
What is Appreciative Inquiry?

- An organisational change methodology
- An alternative approach
- Living human system
- Life enhancing
- A growth industry

What is Appreciative Inquiry?

Problem Solving	AI Thinking
Problem focus (medical model)	Account focus (social constructionism)
Solving the past	Creating the future
Critical thinking & analysis (data)	Generative thinking (possibilities)
Planned solutions	Emergent ways forward
Directed	Facilitated / co-ordinated
Negative emotion/logic	Positive energy/relationship

What is Appreciative Inquiry?



What is Positive Psychology?

- A psychological well-being science
- An alternative approach
- Human processes and emotions
- Life enhancing
- A growth industry

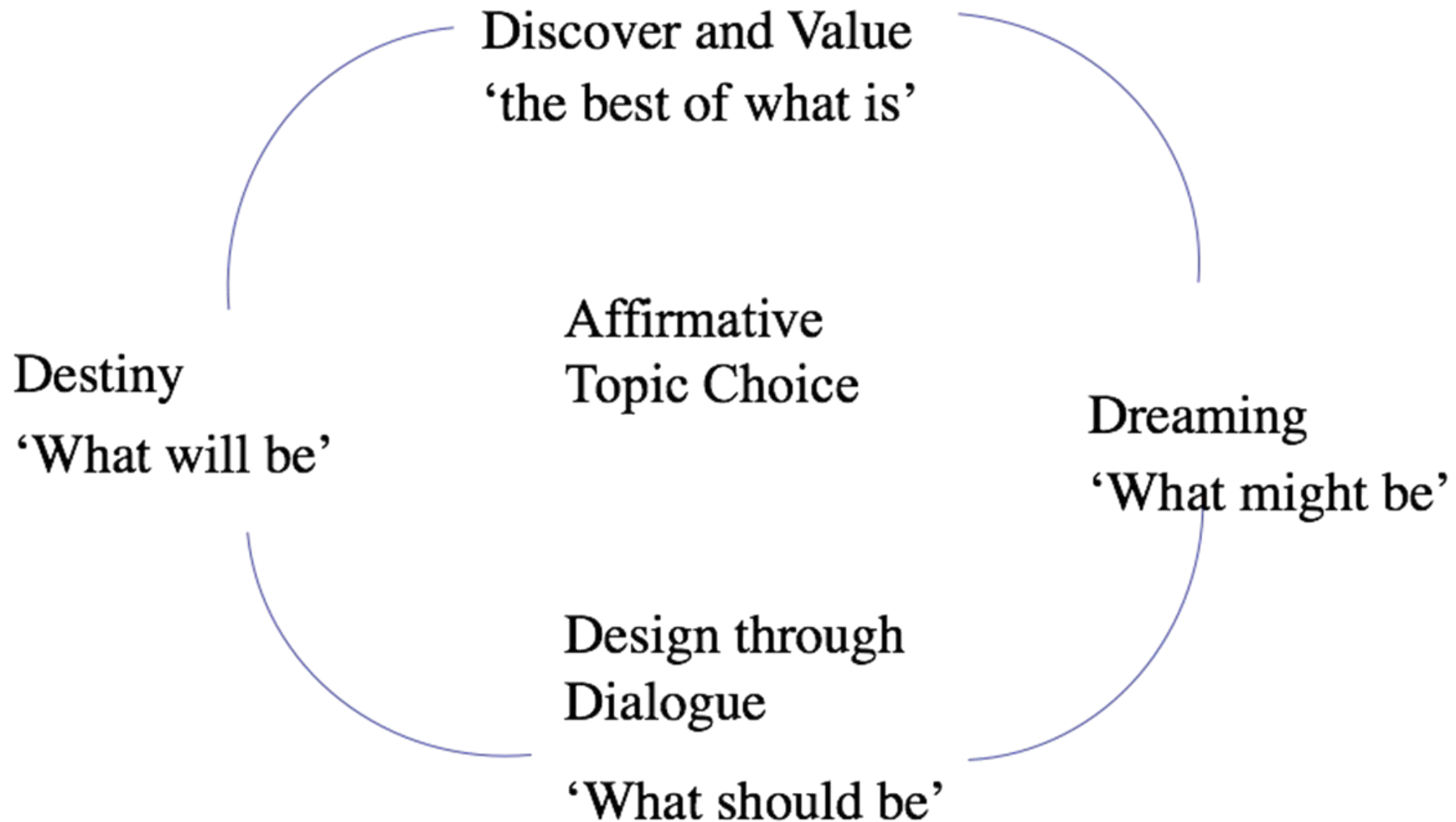
Connecting Themes

- Orientation: life enhancing positive core
- Power of positive emotions
- Emphasis on resources / resourcefulness
- Consummatory moments
- What can do
- Seeking the good

Differences

- Scientific method / social constructionism
- Individuals / Organisations
- Life space / Work space
- Measurement / Creation

What is Appreciative Inquiry?



Losada and Heaphy 2004

- 60 business teams - rank ordered by success (P/L, 360, cust satis survey)
- Sorted into 3 groups High, Low, Medium performing
- Analysed three aspects of the teams conversations: positivity vs. negativity, inquiry vs. advocacy, other vs. self comments

Losada and Heaphy

- HPT average P:N ratio of (5.8:1) and were balanced in I:A and O:S (1:1)
 - MPT averaged P:N 1.8:1, I:A (2:3 e.g. more advocacy) O:S (2:3)
 - LPT P:N (1:20 - e.g. highly negative) I:A (1:3) O:S (1:30)
- P:N was the key driver, healthy balance in other measures was a result of this

Discovery

- Stories of Resource (Strengths in Play)
- Creating Positive Affect
- Experiences of Flow

So could use strengths measurements as prompts to stories / interviews

Dreaming

- Playfulness (a positive emotional state)
- Stories of future revealing strengths and resources
- Creating desirable goals (a worthwhile life)

So could use PP exercises about 'funeral address'

Design

- Positive emotional states - innovation, creativity, flexibility, intellectual complexity
- Positive emotional states - interest in working with others, forgiveness
- Positive emotional state, able to let go

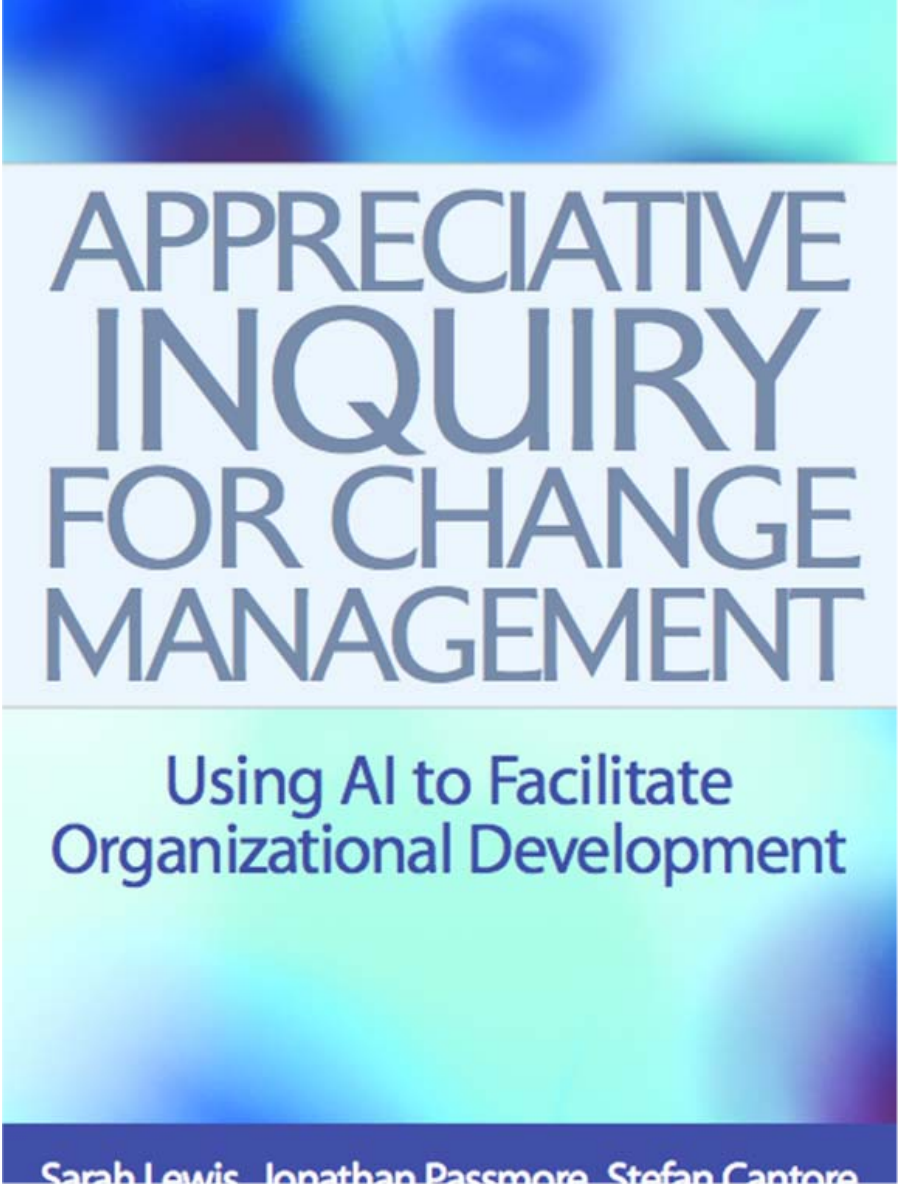
This is what makes the difference

Destiny

- Play to strengths
- Willingness to work with others
- A positive emotion based energy for change
- Vision of worthwhile goal

Learn More

- David Cooperrider
- Martin Seligman
- Sarah Lewis
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APPRECIATIVE INQUIRY FOR CHANGE MANAGEMENT

Using AI to Facilitate
Organizational Development

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