

TOOL DESCRIPTION

Appreciative Inquiry



Appreciative Inquiry is a value-oriented approach used in both team as well as organizational development settings, which supports an appreciative and affirmative attitude in teams and organizations.





When we are **appreciative**, we look for the best in either ourselves as human beings (e.g., as partners, colleagues, employees) or in our environment. This is about affirming and accepting strengths, successes and potentials from both the past as well as the present.

When we conduct an **inquiry**, we systemically ask purposeful questions to discover treasures that are already present in the team or organization and to learn something new.

Basic principle: Human beings and systems move in the direction of their orientation, and the questions we ask determine the answers we get. Therefore, the appreciative inquiry exercise helps you to identify strengths, focus on the positive things, and recognize the potentials of a system (entity, organization, individual) and reduces the focus on negative aspects.

Duration 30 min	Participants minimum of 3 people, no maximum	Facilitation no special material needed
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Appreciative Inquiry | Process

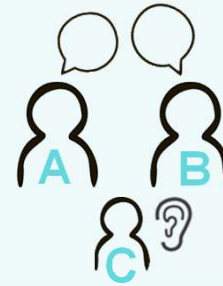
Introduction 5 min 	Form trios 5 min 	Conduct the appreciative inquiry 21 min 	Reflection 5 min 
<p>Start the exercise by introducing the methodology and explaining the goal of the exercise, and especially why it is part of the workshop.</p> <p>Including the tool in a workshop can serve as a purposeful team-building activity since it helps people to understand each other better. Additionally, it boosts people's motivation since they get positive feedback and appreciation.</p>	<p>Decide whether you will randomly mix people to form trios or apply a specific grouping strategy. Sometimes it makes sense to purposefully mix the people in trios to actively support the team building.</p> <p>For example:</p> <ul style="list-style-type: none">• Trios of people who do not know each other well.• Trios of people who have experienced conflicts in the past.	<p>Follow the instructions described on the next page.</p> <p>Let participants know what is expected when giving appreciative feedback:</p> <ul style="list-style-type: none">• Only positive characteristics.• Personal resources.• What this person is acknowledged for within the organization.	<p>Briefly reflect on the following in the plenary session:</p> <ul style="list-style-type: none">• How did you experience this exercise?• What was powerful?• What do you take away from this exercise?

Appreciative Inquiry | Process

1 A interviews B (C listens and observes)

- “What have you managed well lately?”
- “What are you proud of?”

 5 min



Afterwards, switch the
roles clockwise
3 turns à 7 min = 21 min

2 A speaks with C (B listens)

- Which of B's individual characteristics do we appreciate?
(only positive characteristics, personal resources, what
this person is acknowledged for in the organization)

 2 min

