

Appreciative Visioning: Empowering Transformative Change

Supplement to the interview with Dr. Hadley Williams, Managing Director at Human Productivity; conducted by Jesse Jacoby, Managing Director at Emergent in March, 2012

The entire interview is posted online at
<http://blog.emergentconsultants.com>



What is Appreciative Inquiry?

- A methodology based on the belief that a positive vision of the future is based on a positive view of the past.
- Contrast with traditional problem solving approaches that seek to fix something that is “broken”
- Seeks to discovery what is unique about an organization via those extraordinary moments in the organization’s past that describe the organization at it’s best.
- Extraordinary moments are defined by people in the organization and why a given moment was so meaningful to them (representative s or sometimes the entire organization participates in the discussion).
- Themes are derived from the stories that identify the special qualities that make the organization the extraordinary place that it is. These themes are sometimes described as what produces the life-giving energy that must be preserved as the transformation proceeds.
- The themes are shared with the entire organization and serve to guide the change effort.

Where Can I Find Additional Information?

- *Appreciative Inquiry: Change At the Speed of Imagination (2nd ed.)* Watkins, J.M., Mohr, B. and Kelly, R. 2011
- The Execution Premium: *Linking Strategy to Operations for Competitive Advantage (Chapter 2, re: business vision)*
- Contact me directly for more information or to arrange a conversation with a client company about their experience with Appreciative Visioning

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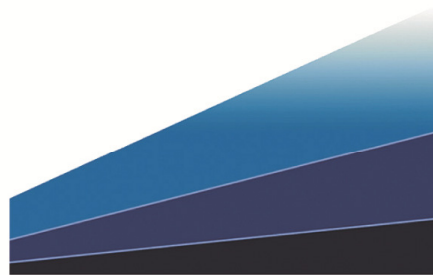
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Thank You for Your Interest!



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About Human Productivity, LLC

We offer consulting expertise in business strategy implementation, human resource management practices, and positive change management. Our consulting practice is based on three decades of business and consulting experience in a broad range of industries. We are biased towards the body of research that identifies effective human resource management practices as a leading predictor of a firm's marketplace success.

Our clients are public and private sector leaders who have the accountability to deliver on the promise of the strategy they created. They say our ability to **listen** carefully to their organizational and business challenges; **indentify** actionable recommendations; and **collaborate** to create practical, high value solutions is what earns us the status of their strategy implementation advisors.



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