

Managing Change in Organizations
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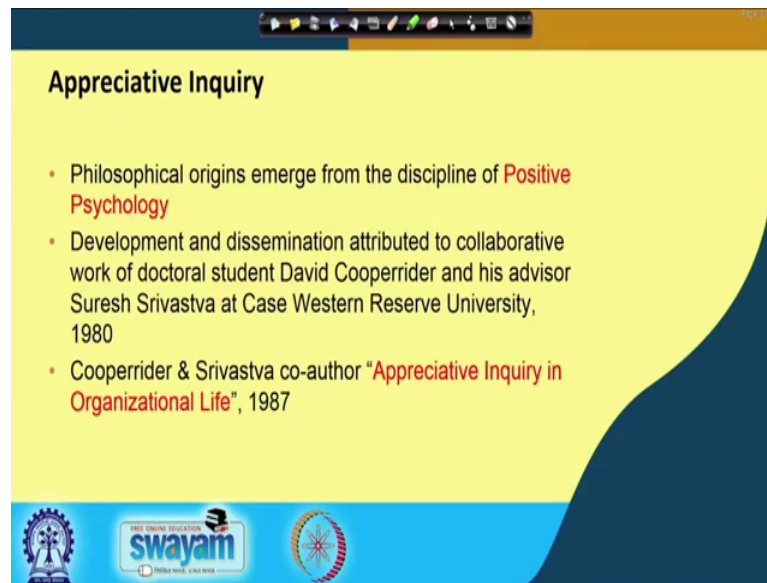
Lecture – 17
Approaches to Implementing Change (Contd.)

So, welcome back to this 4th week session where we were discussing about the Implementation part related to the Change. And, in the last session we talked about the organizational development approach right, which was a more planned approach. And, then we see that how we can plan certain interventions to effectively manage change and implementing successfully. Now, in continuation of that we are going to discuss a very another important approach which is known as appreciative inquiring.

So, we will discuss about appreciative inquiry in detail and we will see that how appreciative inquiry is used for bringing about a change in the organization. Now, the kind of approach that is used in appreciative inquiry is different from organization development approach. As you have seen that in organization development approach which is a basically planned approach, the top management decides about it, they make a strategy. And, then through people they try to bring about or implementation change successfully using certain behavioural interventions based on social science techniques. And, we also discussed about some of these techniques like team building interventions, survey feedback right.

Now, when we are discussing about this appreciative inquiry, we first need to understand what is a appreciative inquiry, the process of appreciative inquiry. And, then the application of appreciative inquiry when we try want to bring about any kind of change in the organization.

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Appreciative Inquiry

- Philosophical origins emerge from the discipline of **Positive Psychology**
- Development and dissemination attributed to collaborative work of doctoral student David Cooperrider and his advisor Suresh Srivastva at Case Western Reserve University, 1980
- Cooperrider & Srivastva co-author "**Appreciative Inquiry in Organizational Life**", 1987

Logos at the bottom: Swamyam (Free Online Education), a circular emblem, and a gear icon.

Now, if you look at this concept of appreciative inquiry, basically the idea has emerged from the field of positive psychology. Now, again you will be asking a question that why we are talking about positive psychology right. There are two different approaches in psychology; one is based on diagnosis and treatment. So, the idea is that there is some problem and then you plan certain interventions to fix the problem right. Now, the positive psychology approach is entirely different, here you basically rely on the strength of the people or the organization. And, then you use that strength or the capabilities in order to bring about the intended change right.

So, the positive psychological approach is entirely different compared to other approaches right. And, this idea of appreciative inquiry came out with the research which was carried out by a Mister Suresh Srivastva and David Cooperrider in Case Western Reserve University. And, they basically coined this term appreciative inquiry. And, this term appreciative inquiry after it was coined, they tried to see that whether it could be applied in organizational context or not. And, they also wrote a book which is known as appreciative inquiry in organizational life.

Now, the what we are going to look at it is that the idea of appreciative inquiry, how it has been conceived or conceptualised by the authors.

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The slide is titled "The Essence of Appreciative Inquiry (AI)". It features a yellow background with a blue and white graphic on the right side. The graphic consists of a jagged, starburst-like shape with a blue center and white outer edges, labeled "Positive Core". To the left of this graphic, there is text describing the concept of AI. At the bottom of the slide, there are logos for "swayam" and other educational institutions, along with a small video inset of a man in a red vest speaking.

The Essence of Appreciative Inquiry (AI)

Study and exploration of what gives life to human systems when they function at their best

Approach to organization change is based on the assumption that **questions and dialogue about strengths, successes, values, hopes, and dreams are themselves transformational**

Positive Core

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Now, if you look at the concept of a appreciative inquiry basically, it depends upon what you call the positive things. And, all positive things actually form the core. It could be related to your norms, attitude, values, beliefs which could be termed as positive and that is what is called a positive core. Now, this positive core is at the centre of any inquiry right. Now, if you look at some of the basic essence of appreciative inquiry, it says that basically the idea of appreciative inquiry is to explore what gives life to emerge systems and how they function at their best. It means that you want to see that how this positive core could be used to better explore human life right.

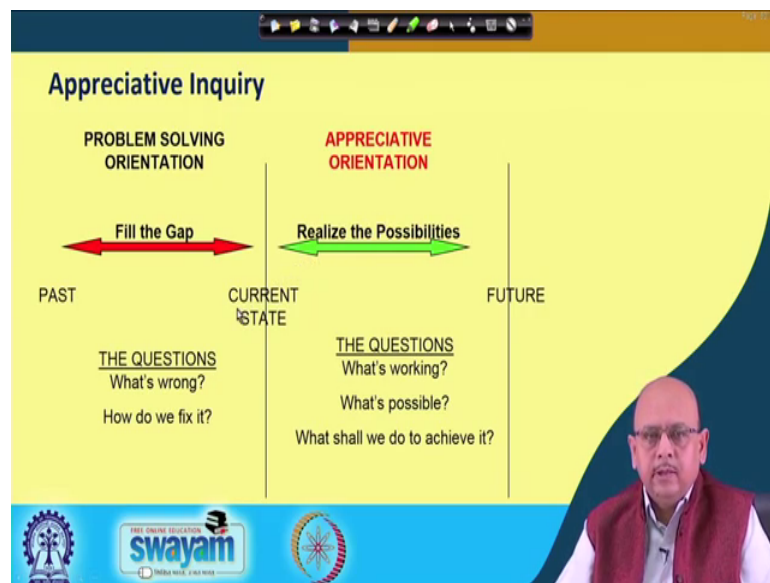
And, how we can make use of this positive core to provide some kind of meaning to the life that was the basic essence. Now, when we are talking about the change that how this could be used for bringing about a change, the assumptions are that when we are thinking about bringing about a change then we should not a start with something that could be called negative right.

So, any kind of questions and dialogue which emerges related to the change should be based on the strength of the organization, the successes stories of the pasts, the values, hopes and dreams of the people including the change managers and the top managers and people right. And, if you are able to transform them in a very positive way, then you can say that yes you will be in a better position to bring about a change in the organization.

So, the idea here is that if you want to implement change you need to develop a more positive approach; in terms of values, attitudes and beliefs among the people. And, in that way it would also relate to better managing the resistance to the change. Because, if you are going to have a positive attitude about the change then definitely it would be related to what is called reduced resistance. Similarly, if you are going to work on the strengths and successes; so, that gives you a more positive direction to go for a change.

And that is why the appreciative inquiry has its applications so, far as change management are bringing about successfully any kind of change that is required by the organization. So, the idea here is that you use positive core, positive core include everything which could be termed as positive in terms of norms, values, attitudes, beliefs including culture ok. So, all this actually form what is known as positive core.

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Now, moving further as I told you that there are two different kind of orientation ok. One where you try to fix up the problem right for example, you know that technology is not working, it is not efficient. So, bring about a new technology and that is how you move from the current state to a desired in the state right. So, this orientation is more fixing approach which is known as problem solving approach; that is why you have a problem now, you need to fix this problem. So, that you move to your current state right from the past state to current desired state. Now, the kind of questions that you are going to ask

here is that, what is wrong? Right, what is wrong with anything that is not working with the organization.

It could be structure, it could be technology, it could be culture, it could be say systems or processes right. It means that there are certain faults or flaws in any of these areas of the organization which are not working well right. For example, you will find that there the strength of culture is not good or you have a very weak culture in the organization; now you need to bring about a change in the culture. So, the problem is weak culture. Now, how you are going to change or transform the culture right. So, there could be two different kind of approaches; one is a problem solving approach ok; that is where you try to fix up the culture and try to see that people adopt the kind of culture that is desired by the organization, the top management right.

The other one is a appreciative orientation which is different from the prob[lem]-problem solving orientation that I have been talking about. Here you move from your current state to a future desired state, not from where you are or from where you were to your current state. Because, if you keep on filling the gap the problem keep on coming up right and you keep on fixing them. But, when we are talking about appreciative inquiry or the kind of orientation that is used in appreciative inquiry is that you are going to see that what is working instead of what is not working. So, that is where you are looking your strength, right your successes and what can be done with the strength that you have right.

So, when you are trying to explore culture say the same example that we have taken. Now, if you are going to diagnose the kind of culture that is there, then you are trying to find out what are the good things that is working in the culture. And then build up on that so, that you are able to develop a culture which is going to be better and that is where you are trying to realise the possibilities. Realising the possibilities means developing on your strength to bring about a change, which could be termed as successful right.

So, the idea here is that you need to find out what is good, what is working and building upon that what is possible to build for the future right and how do we go about it. And, that is where you will find that these two approaches whether we are talking about the problem solving approach or the appreciative inquiry approach, they talk about two different things right.

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Problem Solving vs. Appreciative Inquiry

■ Identify problems	■ Appreciate "What is" (What gives life?)
■ Conduct Root Cause Analysis	■ Imagine "What might be"
■ Brainstorm Solutions & Analyze	■ Determine "What Should Be"
■ Develop Action Plans	■ Create "What Will Be"
■ Metaphor: Organizations are problems to be solved	■ Metaphor: Organizations are a solution/mystery to be embraced

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Moving further let us discuss it again and see what actually happens in both kind of say approaches, whether you are talking about a problem solving approach or whether you are talking about an appreciative inquiry. Now, if you look at the problem solving approach, what does it talk about basically? Right, it starts with what? You first of all you need to identify a problem right and then you go for some kind of analysis to find out the reason for the problem. So, you conduct some kind of analysis for example, you try to identify what are the possible factors because of which this problem is coming right..

Then the managers try to find out the solution, based on the analysis of the problem and the reasons that they have identified for that particular problem. And then ultimately what they do? They develop an action plan to implement those solutions right. So, the kind of metaphor that is being used here is that organizations are problems that is to be solved. It means that when you are working in the organization in order to bring more efficiency and better productivity in performance, you need to keep on identifying those problems which could act as a barrier. Look into the reasons, identify what could be the possible solutions, work it work on it, it means that is an action plan; so, that you are able to solve the problem that is what we call fixing the problem. So, that you continue to work in the same way right.

But, what actually happens with this problem solving approach you continue to maintain the status quo to keep on performing and remain productive. Now, when we are talking about appreciative inquiry, it means that we are trying to see that yes, what is important. Appreciative means that you try to adopt a more positive approach right. So, when you appreciate someone definitely is a more positive approach. So, you try to use this appreciation to find out what is the strength that the organization has instead of working on identifying the problems right. So, the approach is entirely different. And, then based on that strength you try to realise what could be possible, what might be right.

So, you realise the possibility and then you think that how we go about it. So, that we are able to realise the possibilities, let us take the same example. So, there is a culture which is existing and you find that they are certain problems, the first case. In the second case you have a culture and then you do not try to find out the fault with this particular culture which is which is already existing in the organization. But, instead of that you try to find out what are the strength of the current culture that you have and how we can build up on that current culture further so, that we are able to realise the goals that is the possibilities right. So, based on your current cultural strength you try to develop a further so, that you reach to the state which is desired by you.

So, that is what we call create what will be right. So, the metaphor that is used here that organizations are a solution are mistreat to be impressed. It means that you know that organizations need to continuously change themselves in order to remain competitive and viable right. And, based on your strength and successes you need to keep on moving further by building and developing on your strength. So, that you are able to realise the goals and objectives and that is how we try to differentiate between the problem solving approach and the appreciative inquiry.

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AI: Definition/Primary Purpose

- A method of organizational development that focuses on what organizations do well
- Epistemology-like”
study of the nature and scope of knowledge and justified belief.
It analyzes the nature of knowledge and how it relates to similar notions such as truth, belief and justification.
It also deals with the means of production of knowledge, as well as skepticism about different knowledge claims
- The A.I. process generates strategy for intentional change

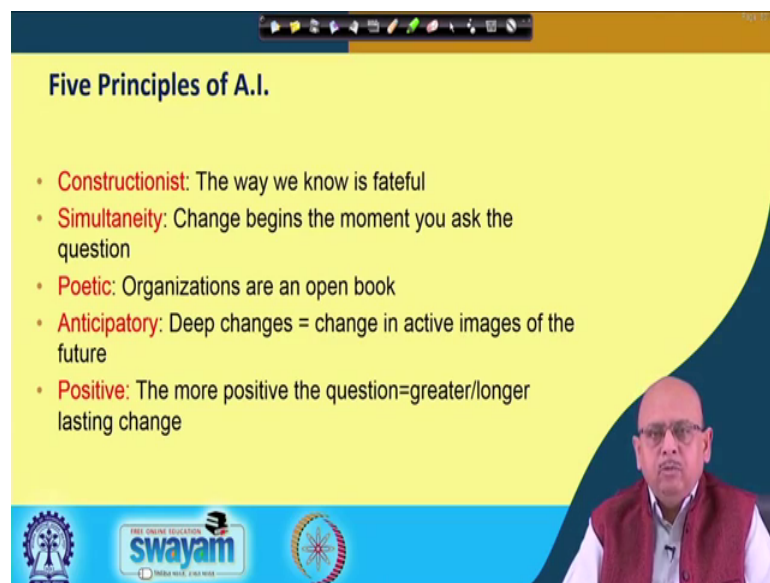
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Now, moving further if you look at the definition which is given for this appreciative inquiry; it says that it is also a method to develop an organization. Based on what? What organizations are doing well. So, the basic idea here is that you need to identify the core strength that you have and then build up on that strength core strength. For example, if you take an academic institution a good academic institution right. So, the core instant of an academic institution could be what? The knowledge and skill based on the faculty right, which can be used to build up whatever you want may be research right, may be patents, may be some kind of intellectual property rights; that come out of the knowledge and skill which the people have.

So, instead of finding out the fault with the organization you will try to build on the strength that exist within the organization. And, then see that how we can make use of that strength to build up the organization further right. So, the approach that is used here is more like a epistemology right. What does it mean? It means you try to look at the strength, the nature and scope of that knowledge and justified belief. So, what you do you try to analyse them and see that how you can relate it with belief, values, attitudes right. And, how you can make use of that to produce knowledge right and organizational context, it could be say good sense services, in academic institutions it could be knowledge that is being produced by the faculty right.

So, if you are going for sorry appreciative inquiry then the idea is that through this inquiry which you call a process helps you to generate strategies for change and that is intentional change. It means the test you intend to bring about a culture which could be termed as more positive. Now, look at the kind of culture that you have, identify the strength of that particular culture, build upon that; so, that you are able to build up it further and develop a more positive culture in the organization right. So now, again we will see that what are the various say activities a principles.

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The slide is titled "Five Principles of A.I." and lists the following principles:

- **Constructionist:** The way we know is fateful
- **Simultaneity:** Change begins the moment you ask the question
- **Poetic:** Organizations are an open book
- **Anticipatory:** Deep changes = change in active images of the future
- **Positive:** The more positive the question=greater/longer lasting change

The slide also features a video inset of a man in a red vest speaking, and logos for "swayam" and "MHRD" at the bottom.

And, then how we do how do we go about appreciative inquiry right. These are the five principles of appreciative inquiry like the constructionist; it means that you try to construct to start with right that is what you know. So, it starts with identifying your strength and then reconstruct them ok, these are my strength I am which I am going to (Refer Time: 17:28) right. And, it starts with what? Simultaneity that is you the moment you start asking a question right about your strength right. Next it is an open book that is why it is call it poetic. Why we are calling organizations open book, because in that case you will be able to better explore the possibilities.

If it is a close book then probably most of the things are hidden and not visible whatever, is open book then it is open and visible to you. And, you will be in a position to understand and explore things in a much better way right and then you look forward to though changes which is required by the future ok. So, anticipate what kind of changes

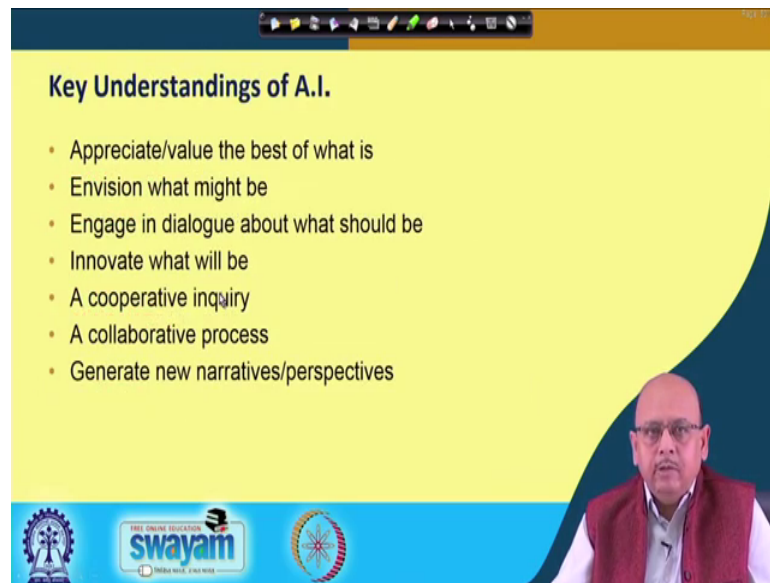
would be required right. So, you try to create some kind of say a image of the future related to your organization alright which you want to go for it right. And finally, you adopt a more positive approach to it, not a negative approach right.

So, let me give an example say you take the case of an academic institutions say like IIT right. So, to start with at the first stage you try to look at your strength, the competence, the core strength, the successes that we have build around in last so many years. Then you start a question that ok, now where we want to go using these strengths, successes right, resources that we have developed so far right. And, then we will start analysing right, that is see that what are the things that you have. What you call your strength, like you try to understand explore, interpret those strengths and successes and the resources which basically we will you will use to build up it better right.

And, then you will try to develop image of the future. Look at the kind of image that you have, look at your strength and resources and then say down the line may be after 5 years or 10 years right because, you are looking for the long term changes right. So, may be 5 years down the line you want to see that you are a more reputed organization, you are ranking be becomes better right. It means this requires what? This requires lot of changes with that is what we call deep changes. It means that you need to bring about a change in your structure, system, processes right to produce good quality students. So, you try to imagine a kind of future that would be important and then see what kind of changes need to be brought in and that is where you will adopt a more positive outlook right.

So, the moment to think about greater changes right, long lasting changes; the moment you think about these kind of things basically you are thinking basically to go for more deeper changes which would help you to realise the possibilities which you have decided may be after 5 years that there would be much better improvement in your ranking, reputation, image right as a academic institution.

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Key Understandings of A.I.

- Appreciate/value the best of what is
- Envision what might be
- Engage in dialogue about what should be
- Innovate what will be
- A cooperative inquiry
- A collaborative process
- Generate new narratives/perspectives

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Now, moving further what we are going to discuss is what basically is done, how we we go about it. So, as I told you to start with first of all you need to appreciate value, the best what you have right in terms of strength, resources everything. Then you envision what would be what would what would like to have may after 2 years may 1 year after 3 years right. And, then you engage in dialogue with whom? With the managers, the stake holders right that with the current strength and resources where we want to reach, that is what we call realise the impossibilities right.

And, see that what needs to be done right and then everybody collaborates in the process, explore the possibilities right and finally, you generate a new narratives, higher perspective ok. This is the new perspective which could be say termed or conceptualize ok. Some kind of document that we have about the future like vision document 20 20, a vision document 20 25, which is nothing else, but the possibilities that the institution wants to realize by engaging in a process of inquiry building upon their strength right. And, that is how we go about appreciative inquiry.

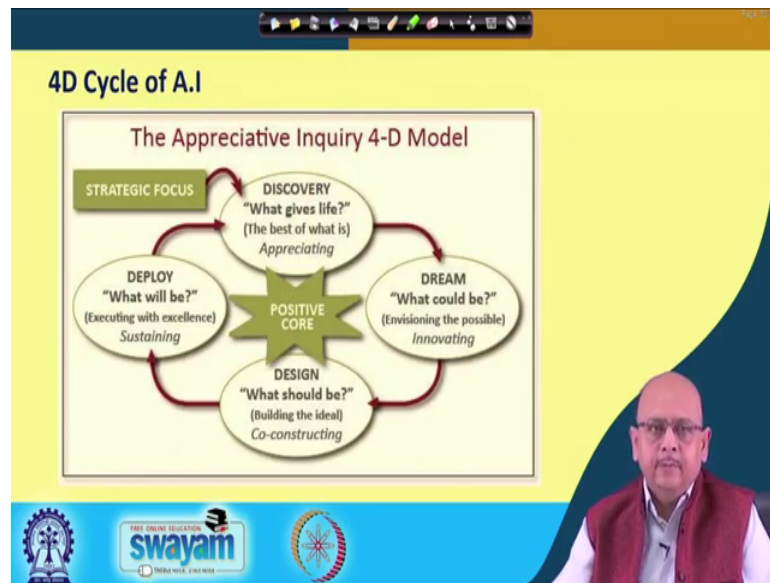
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The slide is titled "Facilitating an Appreciative View" and features a photograph of a glass of water on a countertop. To the right of the glass, a blue box contains the text: "Ask the right question..." and "What do you see here that would be useful to you?". The slide is part of a presentation, as indicated by the navigation icons at the top and the logos for Swamyam and the Ministry of Education at the bottom. A small inset video of a man in a red vest is visible in the bottom right corner of the slide.

Now, moving further this is an example that I can give you that how it goes out right. When we are talking about appreciative view, it means that you are looking at a more positivistic approach and that is where we are going to ask is the right question. For example, if you look at this glass you cannot ask two different kind of questions right. What could be the questions that could be asked? What do you see here? Right so, the questions that you are asking, if you are going to make it a more positive one then you say, do you see a glass half full.

Or, you can ask a question if it is a negative tone, then do you see this glass half empty which shows a more negativistic approach. So, in appreciative inquiry you use a more positivistic approach to ask questions and then based on that you are going to build up right. So, when we are going about a exploration and inquiry using appreciation, you try to realise on your strength and you build on whatever is positive in nature. In terms of your attitude, values, beliefs, culture because that is what you going to help you to realise your goals and objectives.

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Now, moving further let us look into the cycle, how we go about it right. Now, you can say that in between you have a positive core. It means that whatever you do in this process of appreciative inquiry that is what actually happens. You are going to adopt a more positive approach. It means that you are going to build on your strength right in terms of positive values, positive attitudes, positive beliefs ok. Now, here you see this strategic focus. It means then you decide what is your aim or goal which you want to realise in the future right and for which some kind of changes would be required.

So, these are the 4 different say phases of this particular cycle which starts with discovery right. So, discovery basically you try to appreciate the best thing in you or in your organization right. So, discover the best of what is available with the organization, in terms of strength and resources. So, that is what we know is appreciation, then based on that you try to innovate, dream what you want to realise. So, when we say realising the possibilities basically you are going to dream out what exactly you are looking forward to yourself as an organization in the future right.

So, envisioning the possible what is possible based on these strength ok. Then what you do, once you have envision the possible for the future you go about innovating and then how you go about it, building the ideal. It means that based on your strength you try to build up an the organization right which could be able to facilitate a better change in the organization and that is how you go about it.

And, that is where you go for collaboration and that is why it is known as co-constructing. It means all the part say stakeholders participate in the process in the design of the organization which is going to facilitate effective performance. And finally, what we are going to do yes, that is where you are going to implement what will be so, but it does not end here again you move to this.

So, it is a cyclical process through which you try to keep on focusing on what could be a realise by your organization based on the positive value system that is there right. So, this is basically the process through which appreciative inquiry happens.

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Example of Appreciative Enquiry

Example: A manufacturing company wants to develop capacity for innovation to expand research and development, and earn more market share. In this example, **your strategic focus** (also called the affirmative topic) would be **improving innovation**.

In the **Discovery phase**, explore when your company has been at its best around innovation, and then identify the common factors in these stories.

In the **Dream phase**, you'd invest time in thinking about what a truly innovative organization would look like: How would leaders, resources, behaviors, the physical space, organizational processes, etc., change? You'd work to create a vision of the future.

Design the future. you get as strategic and tactical as possible, creating models and prototypes of different elements of your future, mapping steps, identifying required resources, and engaging the support of others.

Finally, in the **Destiny phase** your team will work to implement your design, to make the vision a reality.

The slide features a video inset of a man in a red vest speaking. At the bottom, there are logos for 'swayam' and 'THE OPEN EDUCATION' along with the tagline 'India with a new mood'.

So, when we are discussing about this appreciative inquiry model or 4D model, let me give an example that how it happens related to a company. So, I have taken a hypothetical case here of a manufacturing company right which wants to develop the capacity for innovation to expand its R and D and go from more market share right. So now, if you look at this process going back; so, what is the strategic focus? In this case the strategic focus here is this one, innovation for R and D and better markets here. So, in this example your strategic focus or this is also called the affirmative choice would be what, improving your innovation. So, basically we want to go for more innovation in your product services; so, that you can achieve a better market share right.

Now, once this strategic focus is defined you moved move to the first stage that is the discovery phase. Now, what happens in this discovery phase? Look at this example right,

what you do the company basically try to explore the best thing that it has right. And identify the common factors related to those successes stories right because, these successes stories are built upon the strength of the organization. So, this is the discovery phase. So, you are looking at the kind of innovations that you have been based on your strength right, then you move to the next stage that is the dream phase.

Now, in this phase basically you are going to think about what kind of innovation you want to be innovative organization you want to be right. So, in this phase basically you see that how you go about it. So, you include leaders, resources right, their behaviours where, the process is right. It means that in order to become a more innovative organization, you need to bring about some kind of changes in your leadership, your resources, the behaviour of the people even in infrastructure and the processes which is required for the change. So, that is where you try to create a vision of the future. Look at this right that is what you want to do invisible in envisioning the possible that is where you are trying to build up the future based on what you have right.

So, based on your strength you see that what kind of changes you need to bring; so, that you can build up the future. Moving to the third stage that is the design state; now, in this stage what actually happens you use different kind of models, frameworks of the future. You map them, see what are the resources that is required, what kind of support you need; so, that you are able to build up the future. So, the design state you bring all possible changes using certain modulus frameworks right, looking into the resources that you have and engagement of the support that is required from all the stakeholders in the organization.

Because, that would be required to create a vision of the future right and finally, the destiny phase where you want to reach. And, then see whether if you are going to implement the kind of design that you have based on this whether you have be able to realise the possibilities, where you have been able to create a future which you had desired right. So, basically what we have done here we have talked about all the 4 stages here to realise the possibilities right and that is why I have given this example.

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Now, moving further look at this what actually happens here, how do you go about it? The process at each in every stage: storytelling, witnessing creates the energy field. What does it mean? It means that you start with something that is positive in terms of image, in terms of action, in terms of inquiry everything whatever you do right. So, these are the processes through which you go and then you try to internalize them right. So, it is a spiral cycle you can say where, based on the strength and successes stories of the past you create the energetic field to realise two basically create a vision for the future.

And, then you imagine, you go through the process and you engage in some kind of positive action. So, that you are able to realise the destiny or what exactly you wanted to achieve in terms of goals and objectives especially related to the change right. So, what is more important here is that creating a more positive image about the organization based on a strength and resources and then going through the process of exploration to take a more positive action. So, it is a kind of spiral cycle that we have talked about right because, this the entire process of AI is more cyclical. So, one cycle is complete then move to the next cycle right because, you need to keep on building based on your strength and resources ok.

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Positive Image/Positive Action

- Placebo Effect:** In medical studies 30-60% of the time, placebos are as effective as a drug
- Pygmalion Effect** (higher expectations from supervisors lead to an increase in performance. The teacher's image is the most powerful predictor of performance
- Sports Imagery:** Visualization by world-class athletes cited as significant contributor to victory
- Inner Dialogue:** Our guiding image is the sum of +/- self-talk; healthy people maintain at least 2:1 ratio
- Rise and Fall of Cultures:** Can predict 25 years ahead based upon the stories the culture tells about itself
- Affirmative Capability:** The mind doesn't hold "not" so the image stays without the "no"

The slide features a yellow background with a blue wave on the right side. At the bottom, there are logos for 'swayam' and 'INDIA WISE, LEARN WISE'. A video inset in the bottom right corner shows a man with glasses and a red vest speaking.

So, moving further what kind of positive image and positive actions are possible, these are some of the examples. Like placebo effects right, how the placebo effect you know it is a very positive thing that is experimented even in a many cases like even in medical studies you know that via placebo also effective as effective as a drug. So, actually in placebo experiments what is done is that instead of giving actual drug, they give some vitamins or some other capsules which does not have any substance a content related to the drug. But, it equally work works well, it means that you have created a some kind of positive action that leads to what you call positive action I say Pygmalion effect right.

So, Pygmalion effect is also a kind of you can say a positive action where, supervisor expects better thing from their subordinates and then in return since we have developed a more positive approach to performance. And, we tell our subordinates that yes they are very good, they can produce as much as possible. So, this kind of expectations really work and then subordinates do very well and this is what we know as Pygmalion effect right. Then coming to the sports imagery is that is used in the field of a sports, where you try to visualise the world class athlete athletes. And, they could be acting as a role model and then it could be cited as a significant contribution to victory and then you try to act like them right.

So, you are going to get some inspiration from them in order to be like them right. The inner dialogue where, you have a dialogue with yourself it is called self dialogue right.

So, this self dialogue actually helps you to improve provided the self dialogue is in a positive direction right like, yes I can do it. Yes, I think I am confident enough and I will be able to take it. So, these kind of dialogues are more positive or when you say yes, you can win or I can win. So, these are these kind of statements basically reflects a positive dialogue right which do with ourselves. Then cultures, how the cultural changes happening right and whether this cultural changes are which are happening are built upon the strength of the organizations are not right.

So, what kind of culture existed say today 5 years back, what kind of culture we have today right. And, how we have been able to build up this organization based on what we had successes, past stories. The only thing is that you should not get trapped out of these successes right, that is very very important then affirmative capabilities right. Affirming means that you should always think in a very positive manner ok, where there is no place of saying no right. So, you should always say yes I can do it, it is possible right. So, these reflex a more positive a affirmative capabilities,

So, when we go through this a in process of inquiry when I am talking about imagine inquire, basically it is it should be based on the positive images that we build up or positive actions that we take. So, positive images and positive actions both are related in that way. Now, based on this analysis of positive image and positive actions, we a moving further to talk about appreciative organizations.

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The Appreciative Organization

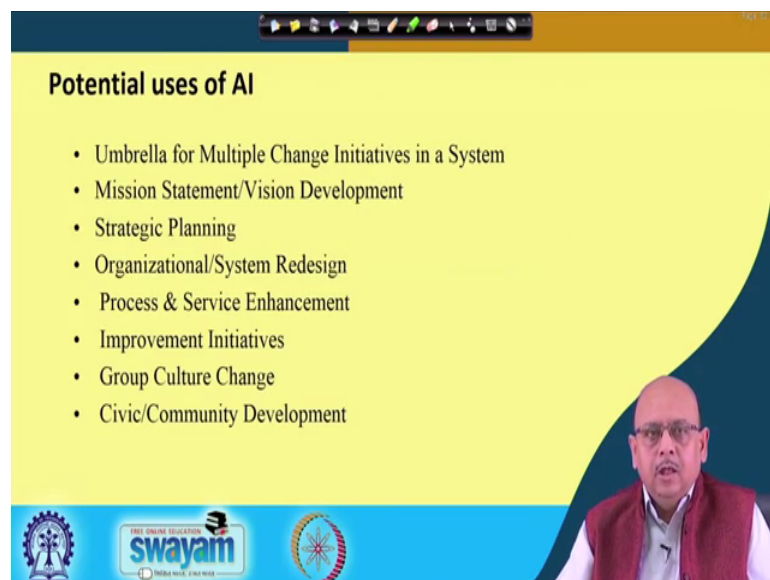
A system that consistently achieves what is most important to it, individually and collectively by...

continually increasing its capacity for emergence through...
people caring for themselves, others and the whole...in service to a meaningful purpose.

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Now, what we have been talking about that how we can use appreciative inquiry to build up an organization, which we have envision for the future. So, if you have been able to build up that or we have been able to create a system through which we have been able to build up the kind of organization that we want on a regular basis, then that could be termed as an appreciative organizations. It means this is the organization which try to continuously increase the capacity of the people right. So, that they are able to build up a organization of their choice right. And, that is what is going to provide a more meaningful purpose to the organization for their existence right and that is what we call a appreciative organization right.

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Potential uses of AI

- Umbrella for Multiple Change Initiatives in a System
- Mission Statement/Vision Development
- Strategic Planning
- Organizational/System Redesign
- Process & Service Enhancement
- Improvement Initiatives
- Group Culture Change
- Civic/Community Development

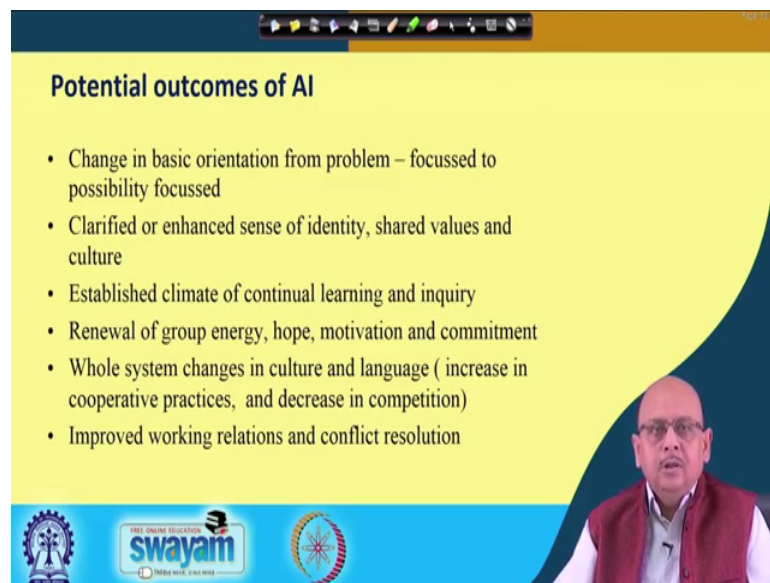
swayam
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Now, if you look at the use of appreciative inquiries right, it could be used for initiating changes with the positive mind set. We can also use for developing vision mission statement right, strategic planning because your strategic focus is very very important. And, make sure that you start with a more positive image when we are talking about by strategic in planning, then how you go about designing, redesigning the systems based upon the requirement with a positive approach. Then using that how you go about bringing a change in the process and services that is required right, that is a way to design phase and then how you improve initiatives. It means that you built up on those strength, in what way you have been able to do it.

And, for that if there is any cultural changes required or not right, it could also be used for community development right where people come forward with a more positive approach to bring about a change in the society and the community. Some examples that can be given by like the initiative the government has take like Swachata Abhiyan right. So, the cleanliness drive if it is taken with a more positive strength approach it means that you try to develop image where, everything needs to be neat and clean whether it is house whether it is road or anything like right. So, if I have a positive mindset that then you will not engage any a such activities which defeat is they are defeats the purpose of this cleanliness drive right.

So, if everybody collaborates and work with this positive mind set, then probably you will be able to create a place which could be called neat and clean ok. And, the strategic focus is what? Bringing cleanliness in the community, society or wherever you live right. So, these kind of things can be developed provided you have a more positive attitude, work with a more positive image and engage in positive action right.

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Potential outcomes of AI

- Change in basic orientation from problem – focussed to possibility focussed
- Clarified or enhanced sense of identity, shared values and culture
- Established climate of continual learning and inquiry
- Renewal of group energy, hope, motivation and commitment
- Whole system changes in culture and language (increase in cooperative practices, and decrease in competition)
- Improved working relations and conflict resolution

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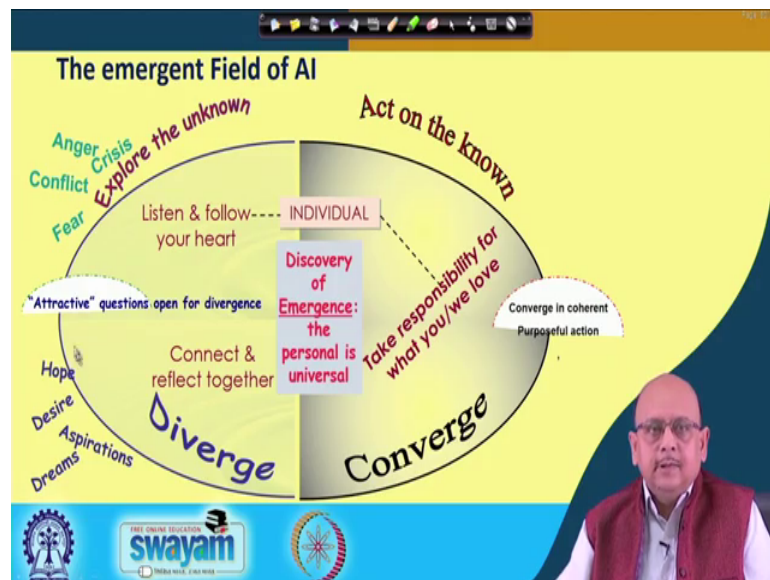
So, you need and for that what you need to do? You need to bring about a change in your orientation from negative to positive right and then see what could be done right. And, then you also need to say look at your identity, shared values and the culture this is related to the culture; so, the kind of culture that you have. So, you need to inculcate a kind of culture where everybody thinks about keeping things cleaned right and then there

is a claim you also need to establish a climate of continual learning and inquiry, that how you can keep on improving that cleanliness.

So, that you could be said that ok, this is a place which worth living right and then how people are going to engage themselves. So, this talks about renewal of the group energy hope and motivation and commitment. So, all this is required if you really want to bring about the kind of change that you expect at the macro level right and that is how you bring about a change in the culture and the language.

So, everybody talks about it, everybody is concerned about it, everybody participates in these kind of activities right. And, if that happens probably it would lead to better outcome not only for the organization even for the community and society right. And, it also helps in improving the working relationship and you will be able to (Refer Time: 40:22) lot of conflict which might be there. Because, somebody wants to keep things clean, somebody does not want to keep things clean. But, if everybody goes by the same kind of value system and engages in positive action, collaborate with each other with this strategic focus to clean things then you can go about it right.

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And finally, what you are going to discuss, this is the emergent field what is actually happens right. So, it starts with this one right. So, discovery phase, design phase right and then you move to the next with two phases. So, both kind of activities happens divergence and convergence. Convergence so you move from divergence to

convergence. So, where people with different attitude, different kind of activities, different kind of say explore, say expectations, converges together right to bring about a purposeful change.

And, for that you look at here what is written convergent coherent purposeful actions. So, everybody converge their activities with a positive mind set to work together, to collaborate with each other. So, that they are able to develop an organization which could be called a more effective, a more sustainable and competitive organization right. And, this is the process through which we go about it to bring about a change in the organization.

So, that is all thank you very much.