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**Principles of Appreciative Inquiry**

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## **Principles of Appreciative Inquiry**

Based on different approaches presented and available to the author, this paper will address four unique scenarios whose solutions lie in the cited approaches. Each scenario depicts a situation in an organization whose answer is in the standard organizational approaches. The latter techniques are the five Ds (Define, Discovery, Dream, Design, and Destiny), Traditional Organizational Development, and Appreciative Inquiry. The paper will lucidly explain why a given approach is chosen besides stating why it could be considered the excellent course of action per the depicted scenario.

### **A Corporation Which Notices A Sudden and Extreme Turnover Increase in its Human Resource Department**

This first scenario depicts a situation where a given business organization has noticed a sudden and unusual turnover in its Human Resource Department. Naturally, such an issue is handled by the human resource department of a particular company. However, this scenario places the latter company department at the core of investigation, hence the examination's target. As a result, the corporation's CEO decided to contract an external agency to provide latent resolutions after inspecting the exceptionally high turnover.

Based on the scenario's insight information, this corporation draws much pride in having a dedicated workforce besides being committed. Regarding that, the organization needs not to hire a consultant who is well-versed in the Traditional Organizational Development approach and who is going to use a shortfall approach concerning what could be fixed or try to pinpoint what is wrong in this case. Instead, this situation presents an ideal scenario to ask encouraging as well as positive questions. Therefore, the most appropriate consultant will be the one specialized in the Appreciative Inquiry approach. This is because their latter course commences by

appreciating besides recognizing the effort, devotion or commitment, and contribution of the Human Resource department. The author of the article entitled "Don't fix that company!" asserts that the basic concept is to consider a company to be a positive force by comprehending its strengths and formulating a roadmap aimed at refining as well as improving what it does or a system within it that is performing superlatively (Zemke, 1999).

### **Pinpointing What Went Wrong For the Unrealistic Plan Developed By an AI Consultant**

This second case depicts an organization that hired an AI consultant to regain its focus and direction and improve its product design team's performance. Nevertheless, the Appreciative Inquiry consultant might have used the 5 Ds approach but failed to adhere to its entirety, thus skipping some "Ds." As a consequence, the detailed plan presented to the product design team was vetoed. In essence, the Define, Discovery, Dream, Design, and Destiny are the typical Ds in the cycle. The Appreciative Inquiry consultant missed the define as well as discover phases of the process. Likewise, the design step was equally messed up by the expert.

At the onset, the Appreciative Inquiry consultant begins a process by requesting the team members how their team should perform besides an ideal vision. Immediately, expert rushes with the data collected to design a detailed plan. That marks the opening instance the AI expert veered. The define phase is essential in affirming the effort's basis, but the consultant skips that step. Determining the overall focus of the organization is crucial. The Appreciative Inquiry expert expresses a lack of idea about what matters most to the design product team following the design phase's omission. The team members are unaware of their strengths and what has worked in the past for the company.

Conferring to "The 5D Cycle of Appreciative Inquiry" by Stavros, a conversation ought to happen at every step of the process (Stavros, 2017). Participation of the team at every single

phase of the cycle is imperative. Nonetheless, the scenario shows only one step where the group had input. That was the dream phase. The appreciative inquiry expert only considered the team members' dreams. Consequently, the designed plan became unrealistic, and the organization rejected it; hence the final phase – destiny, was not fulfilled.

### **A Social Networking Company That Stops Growing After Five Years**

This case concerns a group of friends who established a social networking firm that saw rapid growth for the first five years. Still, the growth dwindled after the period mentioned above, and they could no longer maintain it subsequently. Everyone in the company got along and cooperatively worked together at the onset of the company. Nevertheless, the growth of the company plateaued after five years. Moreover, rigidity spanned up among the employees besides the firm experiencing diminishing morale. This prompted the proprietors to hire an expert to help mitigate the issue after it dawns on them that they cannot handle its situation.

The team should utilize a more traditional organizational development approach like action research. The scenario demonstrates that the company runs under a critical issue at its core. Additionally, to prevent this social networking firm from registering more losses, a speedy resolution is necessary. A more traditional organizational development approach will enable the hired consultant to fully work with the proprietors to address their organization's issues fully. They will realize the latter by utilizing several steps to identify the problem, learning their causal agents, dichotomize the substitutes, and action planning (Venter, 2010).

### **Helping An Online Division of A Big Supermarket To Function Smoothly**

This final scenario portrays a supermarket firm interested in introducing an online division to expand its shopping services to its client base. The company's managers formulate a special task force. The team includes a diverse variety of workforces selected from various

departments, such as accounting, marketing, and inventory departments. They are entrusted with the core mission of developing a detailed plan that shall offer a roadmap on how this novel capability shall be developed, implemented, and managed. Unfortunately, after several months of development, these employees made no progress, and the administrators are concerned that the envisioned online division might turn out to be a white elephant.

In such a scenario, it suffices for the selected taskforce to utilize an appreciative inquiry approach to resolve the issue and kick start developing the supermarket firm's new online shopping division. Since the team consists of members who are not accustomed to each other, the appreciative inquiry approach will ask each of the divisions questions to promote relationships besides developing a goal and a vision consented to by all team participants.

An appreciative inquiry approach provides questions that the team shall apply to bond its idyllic goal with the experience gained in their respective departments (Whitney & Trosten-Bloom, 2010). The questions may take the form of "what are their visualizations as well as ambitions for firm's future and what are the best experiences?". Similarly, members of the group know what proved to be operative in their selected departments. Hence, they will table these strategies to overlook and disregard those that failed (Kelm, 2011). Correspondingly, the employees will be empowered by the appreciative inquiry approach to the echo by reflecting on lessons cultured from their subdivisions and employ the acquired acquaintance cooperatively to design a detailed and comprehensive proposal on how the new online division will be created and operated.

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