

Appreciative Coaching Summary

Appreciative Coaching is a method for managers and preceptors to capitalize on strengths to create positive change in performance and professional development. Appreciative Coaching is based on the principles of Appreciative Inquiry a positive approach to change and an alternative to problem solving.

Basic Premise of Appreciative Coaching (AC) :

- based on the positive principle about human nature and how we learn best when the emphasis is on assets and not a deficit based approach
- creates a positive environment, increases energy and commitment
- emphasizes the art of positive questioning

Stages of Appreciative Coaching

Define: What do we want to learn about?

- Discovery Stage: What is our positive core? Take the opportunity to reflect and celebrate past accomplishments, skills and strengths
- Dreaming Stage: Envisioning what might be in the future built on previous strengths
- Design Stage: Finding ways to create the future, and utilizing break through techniques or far reaching goals
- Delivery Stage: Developing ways to sustain the change and evolve further

Five Appreciative Principles

1. Constructionist: We live in worlds our questions create. Knowing and becoming are interwoven. We see the world we describe.
2. Positive: The more positive the question, the greater and longer-lasting the change. Positive bonding between the coach and client is essential. Positive conversation in which the coach and client build on each other's ideas.
3. Simultaneity: Change begins at the moment the coach asks the first question and creates the foundations for what the person discovers.
4. Poetic Principle: We can read almost anything into our story to fit how we see our self in the present or future. We can reframe or refocus towards a positive future.
5. Anticipatory: Deep change occurs first in our images of the future and enables clearer action in the present.

Art of the Question: Comparison of Problem Solving and Appreciative Coaching

Problem Solving Approach	Appreciative Coaching Approach
<ul style="list-style-type: none">• What wrong with me?• What's wrong with them?• How can I solve this problem?• How did this happen to me?• How can I get out of this?• What alternatives do I have?	<ul style="list-style-type: none">• What have I had success in the past?• What are my strengths, skills and ability?• What is my real desire or dream for my continued development?• Based on past successes how can I develop in this area?• What challenges can I see as opportunities? And how can I envision them happening?

Core Questions: The following questions will help you discover real life strengths, skills and experiences that can be applied to create a desired future.

1. What gives life and energy to you now?
2. Describe a high point or peak experience in your work up to now?
3. What do you most value about yourself? Your relationships? Your work?
4. What 1 or 2 things do you want more of?

References

Articles

Cooperrider, D., Srivastava, S., (2000), Appreciative Inquiry in organizational life: Rethinking Human Organizations toward a Positive Change Theory retrieved on November 11, 2007 from Appreciative Inquiry Commons Web site:

<http://appreciativeinquiry.case.edu/intro/classicsDetail.cfm?coid=741>

Busch, L. (1999) Five Theories of Change embedded in Appreciative Inquiry as retrieved on November 11, 2007 from Appreciative Inquiry Commons Web Site:

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Books

Appreciative Inquiry: Change at the Speed of Imagination, Jane Magruder, Watkins & Bernard Mohr, San Francisco, Jossey-Bass, 2001.

Appreciative Inquiry Handbook by David Cooperrider, Diana Whitney & Jacqueline Stravros, San Francisco, Baerrett-Koehler, 2007.

Appreciative Coaching: A Positive Process for Change, Sara Orem, Jacqueline Binkert & Ann Clancy, Jossey-Bass, 2007.

The line is an evolving path that actually changes according to the first steps we ourselves take to begin the journey.

David Whyte, *The Heart Aroused*.