

INTEGRATING APPRECIATIVE INQUIRY APPROACH IN TOURISM RESEARCH: WHY AND HOW IT SHOULD BE APPLIED?

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Abstract: *This paper provides much scope to expand the literature by considering methods to apply the Appreciative Inquiry (AI) approach to tourism research. AI has been developed to gain and built enduring relationships between communities and the tourism industry based on the simple assumption that every organization or community has something that works well and that those strengths can be the starting point for creating positive change. AI approach also can be used to facilitate positive developments within organizations and that AI could be employed in this way within the tourism industry. Previous studies believed that the task of tourism development in rural areas, conservation of environment and livelihood improvement is only possible through the joint effort of a range of stakeholders that includes governments, tourism entrepreneurs, non-profit organizations, and local people. It is also applicable and an interesting approach as AI treats people as human beings, not machines. There are also limited studies that have been conducted using the AI approach within the tourism field. Thus, it is important for tourism practitioners to extend AI into the field of tourism to create a focus on the strengths of a system instead of using deficit-based thinking.*

Keywords: *Appreciative Inquiry, Tourism Research, Participatory, Traditional Approach, Tourism Development*

Introduction

Appreciative Inquiry (AI) has been applied in the field of community development, especially in developing countries. However, even after the successful implementation of the AI approach into the development field, it has been irregularly used for research purposes, especially in the field of tourism (Nyaupane & Poudel, 2012; Raymond & Hall, 2008b). One of the most significant discussions of AI is a strength-based participatory action research method that is based on the constructivist paradigm and follows a grounded theory procedure (The Mountain Institute, 2000). It serves as a framework for personal development or coaching, partnership or alliance building and large-scale community or organizations (Raymond & Hall, 2008b). The knowledge of AI in the tourism field is also important for generating understanding because the principles of AI provide a universal framework that can enhance and drive a multitude of facets of organizational life (Avital & Carlo, 2004).

AI also has been developed to gain and built enduring relationships between communities and the tourism industry based on the simple assumption that every organization or community has something that works well and that those strengths can be the starting point for creating positive change (Finegold, Holland & Lingham, 2002). Indeed, the application of AI in planning and managing conservation and development programs and activities in the tourism field provides an additional approach that helps motivate people to plan and manage a collective vision of the best possible future (Raymond & Hall, 2008a, 2008b). In other studies, AI has been applied to strategic planning, culture transformation, increasing customer satisfaction, organization redesign as well as for leadership development (Clarke, Egan, Fletcher & Ryan, 2006; West & Thomas, 2005). Eventually, AI also has been applied to integrate organizations after a merger, to build alliances and union-management partnerships, for peace building and for implementing educational reform and economic development efforts (Cooperrider & Whitney, 2005). Notably, AI approach has been acknowledged as an increasingly important area, which it offers a positive and strength-based approach to community development (Whitney & Trosten-Bloom, 2010).

With those matters, this paper provides much scope to expand the literature by considering methods to apply the Appreciative Inquiry approach to tourism research. AI is a new approach and only a limited numbers of studies have been conducted using this approach. Indeed, there are also limited studies that have been conducted using the AI approach within the tourism field (Nyaupane & Poudel, 2012; Raymond & Hall, 2008b). The use of AI as a research methodology in tourism study is to provide an alternative approach to view the field of tourism by focusing on the strengths of the system instead of focusing on the weaknesses of the community. Thus, it is important for tourism practitioners to extend AI into the field of tourism to create a focus on the strengths of a system instead of using deficit-based thinking (Raymond & Hall, 2008).

The Background of Appreciative Inquiry Approach

Appreciative Inquiry was first established in 1986 by David Cooperrider and it was practised around the world for more than a decade by non-profit organizations, businesses, families, health care organizations, schools as well as governments (Cooperrider et al., 2008; Cooperrider & Whitney, 2005). Since the late 1980s, AI has been promoted in a wide variety of organizations and for many different purposes. Cooperrider (2014, p.6) extended his work and highlighted that AI's approach to life-centric, strength-based, instead of deficit-based, and problematizing change, is succeeding over many of the traditional analytic models in business and society.

Indeed, AI is not a thing or a static concept, but a methodology for the ongoing co-construction of reality; it is the result of many voices, time and circumstance, planned, and unplanned experiments, new discoveries, and designs, narratives and cases, and unlimited imagination.

Prior to the study by Cooperrider in the 1980s, he discovered that the basic assumption of AI is that an organization is a “solution to be embraced” rather than a “problem to be solved”. Thus, as a method of organizational analysis, AI differs from conventional managerial problem solving. Cooperrider and Srivastva (1987) stated that inquiry into the social potential of a social system should begin with appreciation, should be collaborative, should be provocative and should be applicable. Bushe (2011) however claimed that the AI approach not only focuses on the best of what is, but it may engage all stakeholders in a processes of re-imagining what could be and taking ownership for what will be. Thus, the original approach of AI consisted of a collective process; (i) discovery process-grounded observation, (ii) vision and logic, (iii) collaborative dialogue, and (iv) collective experimentation to discover.

In addition to this, one of the most significant of the AI evolutions from the previous study is the W-AI Holistic framework. It makes it easier for people to experience the wholeness of AI stage by providing space for deep reflection during the AI process (see Figure 1). Indeed, W-AI creates an environment in which the heart leads human connections as members of the same organization, planets, and universe learn how to value one another. From the extensive review of the AI evolution by Brouse- Pose (2013), they stated that the W-AI approach proposes nurturing ‘spaces’ for reflection to increase awareness as participants navigate the AI process. In particular, the W-Holistic AI promotes connection, the relationship between the inner and outer realms, cultivating a deeper awareness and connection to a larger whole; hence, it provides space for breathing and deep reflection in the flow of the AI movement.

There have been several studies in the literature regarding the powerful nature of the AI approach. Cooperrider et al. (2008) and Whitney & Trosten-Bloom (2010) raised several concerns about the significant potential of this approach. They indicated that inviting people to participate in dialogue and share stories about their past and present achievements, assets, unexplored potentials, innovations, strengths, opportunities, benchmarks, high-point moments, tradition, lived value, core and distinctive competencies, expressions of wisdom and possible futures can be identified as “*positive core*”. From this, AI links the energy of the positive core directly to any change agenda and this links energy and excitement and a desire to move toward a shared dream. It has conclusively been shown that the art of “*appreciation*” is the art of discovering and valuing those factors that give life to a group or an organization (see Figure 2). Thus, the process involves interviewing and storytelling to draw out the best of the past, to understand what one wants more of and to set the stage for effective visualization of the future.

More recent studies also have suggested that the AI approach can be used to facilitate positive developments within organizations and that AI could be employed in this way within the tourism industry (Michael, 2005; Nyaupane & Poudel, 2012). Similarly with the study by Nyaupane & Poudel, (2011, 2012) and Raymond & Hall (2008b), they believed that the task of tourism development in rural areas, conservation of environment and livelihood improvement is only possible through the joint effort of a range of stakeholders that includes governments, tourism entrepreneurs, non-profit organizations and local people. It is also applicable and an interesting approach as AI treats people as human beings, not machines (Nyaupane & Poudel, 2012). This

creates identity and knowledge in relation to one another, such as through the story telling, sharing the same values, beliefs and wisdom (Whitney & Trosten-Bloom, 2010). Furthermore, Maier (2009) also claimed that AI offers a new way of dealing with organizational development by nurturing positive employee-centred dialogue over deficit-based thinking and problem-solving processes. He recommended the application of AI in tourism research because this approach exhibits the willingness and potential to be “change agents” as a first step to the introduction of AI industry-wide.

Recent developments in AI also have heightened the development of this approach from a positive paradigm for organizational analysis and change into a method that promotes flourishing (Barros-Pose, 2013). In their study, they have identified the four stages of the evolution of the AI approach through which it has developed (1980s) into its present form (see Table 1). Later stages of development have added to earlier stages rather than superseding them.

Phase One: Strengths-based approach for change

Since AI origins in the late 1980s, it was begun as, and continues to be, a strengths-based approach for change with the purpose to help organizations move from deficit-based dialogue to possibility seeking. Asking positive questions is part of the AI intervention at this stage in order to draw inspiration from a successful past and co-create a desired future rather than remediating isolated problems.

Phase Two: Whole System Dialogue Enabled by the AI Summit

In the 1990s, AI was implemented through what came to be known as the AI Summit – Whole System Dialogue with purpose to promote dialogue among multiple stakeholders to generate strategic results. In order to facilitate this outcome, everyone should feel that they belong to and play an important role in an organization.

Phase Three: Generating Sustainable Value

At this stage, around 2000, the AI process for sustainability emerged with the purpose of visualizing business as an agent for achieving good where this process supported expanding the role of business in society through sharing successful stories of businesses as agents of world benefits.

Phase Four: W-Holistic Appreciative Inquiry

The latest evolution of the AI approach in 2012 is where AI had evolved into W-Holistic AI to promote connections between the inner and outer dimensions of an organizational system, involving sub-organizations and members at all levels to imbue organizational life with meaning for all members.

The Distinctiveness of Appreciative Inquiry Approach

A considerable amount of literature discusses the distinctiveness of the AI approach and how powerful it is compared to other approaches such as problem-based approaches. As a pioneer as well as the father of AI, Cooperrider commented that there are many contemporary debates and questions surrounding the idea of AI, either positive or negative. He stressed that there are clarifications of AI that may be unifying, valuing elements of both and that the ambiguity might usefully push us toward added insight, enhanced logical consistency, and meaningfulness (Cooperrider, 2014). Generally, the AI approach differs from traditional problem solving models

by encouraging participants to reflect on and share personal past experiences of achievement (Raymond & Hall, 2008b). Ideally, the illustration of AI can be clearly discussed by taking a quotation by Cooperrider (2014) said that:

“AI, as long as it is constructed upon, practiced, or inspired by the sense of the mystery and miracle of life on this planet, will never become inert or lifeless. Why? Because life is alive and AI is about the search for “what gives life”?, to living systems – organizations, communities, industries, countries, families, networks, societies, relationship, and our global living systems – when they are most alive and jointly flourishing in their inseparable and intimate interrelations” (p.6).

According to Cooperrider et.al, the original of AI approach comprises a 4-D stage cycle, as shown in Figure 3, and starts with selecting a topic: affirmative topic choice. Then, what follows are *Discover* (appreciating and valuing), *Dream* (envisioning), *Design* (co-constructing the future), and *Destiny* (learning, empowering, and improvising to sustain the future). Each of the phases of the cycle and its application is described as below.

Stage 1 – Discovery

The focus of this stage is to explore what is effective and successful in current practice and what contributes to effectiveness. Meanwhile, this stage also will disclose the organization’s or individual’s positive core and investigates the root causes of success. The discovery stage will open the way to building a better future and considering a new possibility by dislodging existing deficit constructions as well as may allow participants to reclaim their ability to admire, be inspired, and appreciate the best in others and in their organization.

Stage 2 – Dream

This stage encourages participants to think about ideals and aspirations, about ideas and hopes as well as discusses on how to move forward and develop the best of what exists in either the organization or the individual. Envisioning involves passionate thinking, creating a positive image of a desired and preferred future. Indeed, this stage uses interview stories from the previous stage to elicit the key themes that underlie the times when the organization was most alive and at its best.

Stage 3 – Design

This stage asks the individuals, team, and/or organizational members to create an inclusive and supportive environment that will encourage the use of dialogue to think about ways of achieving ideals. This stage is more than a vision, it is a provocative, and inspiring statement of intention that is grounded in the realities of what has worked in the past combined with what new ideas are envisioned for the future. The reason of this stage is to encourage dialogue, which personal conversations may evolve into organizational discourse and individual ideals become cooperative or shared visions for the future.

Stage 4 – Destiny

This stage specifically invites participants to construct the future through innovation and action where it includes ever-broadening circles of participants to join in conversation. AI establishes a momentum of its own where, once guided by a shared image of what might be, members of the organization find innovative ways to help move the organization closer to the ideal. This stage

also may allow organizational members to live into the systems they have designed in ways that translate their ideals into reality and their beliefs into practice.

In addition to this, the other things that makes the AI approach different from other methods are its focus on local strengths and achievements, rather than on deficits and problems (Judy & Hammond, 2006). Indeed, they asserted that AI typically encourages local participation, emphasizes local knowledge, as well as addresses real problems rather than defining needs, problems, opportunities, and obstacles. By building on local strengths and generating a sense of hope, AI avoids the unintended consequences that accompany deficit-based models. In fact, the outcomes are totally surprising to the participants (Hall & Hammond, 2005). Among the reflections that arose, however, Cooperrider & Srivastva (1987) identified that action-research has lost much of the spirit with which it was originally developed and has been unable to meet its potential as a vehicle of social innovation and change. AI was thus put forward as a complimentary, but essentially new and distinct approach to action-research based on three key factors; (i) close the gap between theory and practices, (ii) shift from deficit-based approach, and (iii) differentiated itself from action-based research (Cooperrider and Whitney, 2005).

i) Close the gap between theory and practice

Cooperrider & Srivastva (1987) claimed that AI was proposed as means to close the gap between theory and practices because action-research underestimated the power of theory. Indeed, AI aims to leave behind the common dualistic view of theory and practice by trying to achieve both practical action and generation of new theory. A recent study by Whitney & Trosten-Bloom (2010) revealed that AI shifts the focus of theory from its predictive capacity to its ‘generative capacity’; its ‘ability to foster dialogue about that which is taken for granted’.

ii) Shift from deficit-based approach

AI seeks to provide a shift from a deficit-based approach associated with action-research by focusing on the positive and productive aspects of a situation. While traditional approaches to change identify a problem, conduct a diagnosis and identify a solution, AI assumes that all social systems ‘work’ to some extent and therefore organizational practices can be developed by doing ‘more of what works, rather than less of what does not work’ (Raymond & Hall, 2008b). Applying this assumption may not only give an organization a sense of identity and strength but also by moving away from negative image, AI may have the potential to create new beliefs rather than reinforcing existing ones (Boyd & Bright, 2007).

iii) Differentiated from action-based research

The third key is AI differentiates itself from action-research by moving away from logical positivistic assumptions towards socio-rationalism assuming that ‘the social universe is open to indefinite revision, change and self-propelled development (Bellinger & Elliott, 2011).

Appreciative Inquiry has been embraced as a powerful organizational development philosophy building on past success to propel positive change. It is also a highly participative and holistic approach to change the values held by the members of an organization and amplifies positive forces (Fiona, Jillian, Macneill & Vanzetta, 2014). Meanwhile, AI also extends traditional action research through the engagement of storytelling narrative focused on sharing the best from the past directed toward a collective, imagined future (Martin & Calabrese, 2011). In order to show the significant differences of the AI approach, as well as to help understand its implementation

and functions, previous researchers and practitioners of AI have developed eight foundational principles (see Table 3). They claim that these eight principles arise from several disparate theories (Cooperrider et al., 2008; Cooperrider & Whitney, 2005; Raymond & Hall, 2008b). These unique principles are as special as their derivative practices and move the basis of AI from theory to practice.

In particular, the value of an AI approach lies in its focus on locating resources rather than identifying problems, on development rather than training and on harnessing affective as well as cognitive skills (Doveston & Keenaghan, 2006). It was also discovered that the use of AI is different from traditional approaches because it has been acknowledged as a framework for institutional/whole-systems change in a large state institution. In this case, the key to a successful process is how effectively AI shifts participants' conversations from institutional problems and challenges to a hopeful future (Dole, Godwin & Moehle, 2014). There is also evidence that shows the experiential nature of the AI process was a success in promoting inquiry and dialogue, encouraging collaboration and team building, and empowering individuals towards a collective vision. Hence, the use of AI demonstrated the potential for it as a pedagogical tool, as well as the usefulness of AI as a bridge to creating partnership with multiple stakeholders in organizations (Grandy & Holton, 2010).

The Application of Appreciative Inquiry in Tourism Research

AI can be classified as a strength-based participatory action research method that is based on the constructivist paradigm and follows grounded theory procedure (Koster & Lemelin, 2009; Raymond & Hall, 2008b). They recommended applying AI to tourism research for various reasons, i.e. for problem-centric tourism research, whereby understanding the pressing problems and their causes, researchers can address diverse concerns and implement appropriate solutions. More importantly, the AI approach could be an appropriate method and may help to empower rural communities since they are often alienated by the use of technology and technical jargon (Nyaupane & Poudel, 2012), and this method does not require respondents to read text-based instrument. Alternative methods like interviews, focus groups as well as brainstorming may encourage participants to speak more honestly about any problems they may have experienced (Raymond & Hall, 2008a).

This approach also can serve as catalyst toward fostering open communication and movement of the organizational system toward its fullest potential and serve as an intervention technique capable of uniting divergent work-groups toward a common vision to raise the quality of individual contributions (Maier, 2009). Understanding the poorest of the poor, minority, indigenous people and women is even harder, which compels a need for non-traditional methods of data gathering and verification (Nyaupane & Poudel, 2011, 2012). Indeed, the AI approach has been identified as an appropriate method to gain an in-depth understanding of local communities' knowledge (Koster & Lemelin, 2009; Michael, 2005; Nyaupane & Poudel, 2012). They demonstrated that AI might offer researchers another worldview and methodology for framing and conducting tourism research. This does not mean that AI will replace all research approaches or can overcome all the challenges of conducting research. However, AI can be considered as a new method, approach, or strategy for tourism research that initiates positive changes, especially in rural communities (Koster & Lemelin, 2009; Nyaupane & Poudel, 2012).

Michael (2005) discovered that AI has the potential to describe how focusing on the local communities' involvement served to create a compelling vision of tourism development in their areas for current and future contribution. The power of appreciating and valuing others in AI brings people together and, due to this concept, AI has shown success when applied in both public and private educational settings (Judy & Hammond, 2006). Similarly, in the field of tourism research, AI processes also provided opportunities for local communities and tourism stakeholders to focus on the positive things happening by collaboratively and generatively discovering new possibilities not previously considered. It also emphasizes the generation of positive ideas among individuals within an organization, and these ideas provide the structure for creating positive change and demonstrates what people value about themselves and their community or organization (Laszlo & Cooperrider, 2010).

By taking the 4D-Cycle approach of AI as previously illustrated, proponents of the approach argue that AI not only addresses shortcomings of conventional action-research, but also presents a number of distinct advantages. In particular, the application of AI in rural tourism studies was significant for few reasons. Raymond & Hall (2008b) stressed that AI provided evidence regarding the potential of taking an appreciative approach in tourism research for both the researcher and the researched. Through encouraging participants to focus on the positive aspects of rural development, examples of rural development success stories were discussed and imaginative ideas for the future were identified. The researcher was therefore able to gain an in-depth understanding of what constitutes good practice in rural development as well as communicate those results to participants.

A second significant reason for the adoption of AI is that participants valued the positive reflection that the AI oriented interview/focus group encouraged. This suggests that taking an appreciative approach can make the research process an enjoyable one for all involved. In fact, the AI approach can be conducted in various forms, for example, through pair-interview, group discussions or focus group discussion as well as AI summits (Michael, 2005). Undertaking an AI approach in tourism research does not necessarily mean that '*feelings of anger or frustration are not voiced*'. In fact, challenges and problems still arose during interviews and focus groups conducted in any research (Bodiford & Camargo-Borges, 2014). In particular, during the Dream phase of the AI process, participants often compared their 'dream' for the future with the reality of the present, thus highlighting any issues they were experiencing. It is therefore argued that conducting AI simply allowed participants to approach difficulties in a more positive manner by focusing on how the situation could be improved, rather than the problem itself. This observation supports previous research that suggests AI does not ignore negative or difficult experiences but simply reframes problems in a more positive and constructive light (Whitney & Trosten-Bloom, 2010).

Conclusion

Appreciative Inquiry is an approach that can be adopted in a variety of different areas of tourism research. For example, in organizational and community settings, it provides a valuable and enjoyable way of accessing positive stories and inviting participants to use their imagination. It is also enables individuals to frame their problems more honestly about the challenges they experienced (Hall, 2008). Whatever the inquiry method of AI, participants will take the lead role while the role of researchers is to listen, question, cue, guide and encourage the participants to make success stories of their dreams for the future (Whitney & Trosten-Bloom, 2010). All

participants work together in an inquiry group as co-subjects and both researchers and subjects will participate actively throughout the entire process of an inquiry from the very first step to the end. It is hoped that respondents or the subjects of the study will feel better and more committed as the AI approach was born out of one of the “*free-choices liberates power*” principles. Participants are free to choose how and what to contribute and be encouraged to pursue a participatory and collaborative process of inquiry (Nyaupane & Poudel, 2012). In other words, the participants, subjects, and interviewees in the AI process are considered as co-researchers engaged in bringing about change through interaction with others. In summary, through the implementation of AI approach in tourism research, it is believed that it is able to create integration and coordination on various parties such as government agencies at state and federal levels, private agencies, tour operators and the local residents, in which the key element is “*questions about things positive create a more positive environment*”. Although there were studies that discussed about the AI approach, limited attempts were made to investigate the impact of tourism development from the AI’s perspective. Thus, it is necessary to do deep research in this field and it is also important to ensure that all parties have the same vision and mission in developing the tourism industry.

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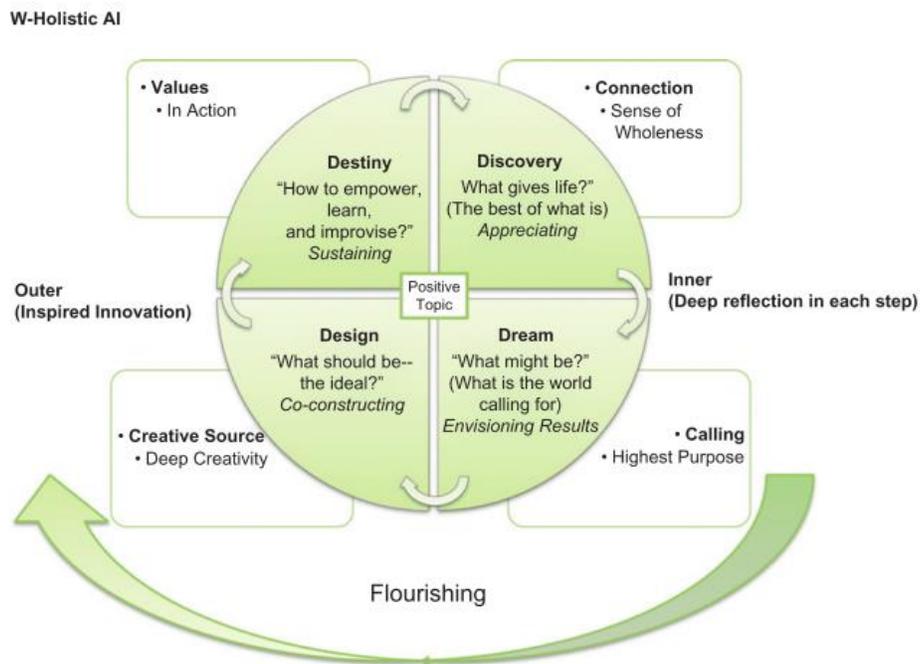


Figure 1: The W-Holistic of AI Approach

Source: Barros-Pose, 2013 (p.402)

- Inquiry into "the art of the possible" in organizational life should begin with appreciation -**
 Discovery: Valuing, learning, and inspired understanding are the aims of the appreciative spirit
- Inquiry into what is possible should yield information that is applicable -** should lead to the generation of knowledge that can be used, applied, and validated in action
- Inquiry into what is possible should be provocative -** allows use of systematic management analysis to help an organization's members shape an effective future according to their imaginative and moral purposes
- Inquiry into the human potential of organizational life should be collaborative -** assumes an unmutable relationship between the process of inquiry and its content

Figure 2: The proposition underlie the practice of AI

Source: Cooperrider et al. (2008), Whitney & Trosten-Bloom (2010)

Table 1: The Evolution of AI approach

Approaches for Change	Language	Purpose	Outcome
1. Strengths-based approach for change	The question is the intervention – positive inquiry.	To help organizations move from deficit-based dialogue to possibility-seeking.	Greater commitment to and engagement within a system.
2. Summit – Whole system dialogue	Comprising all voices in a system.	To bring multiple stakeholders together to generate business results.	Engagement and collaboration among multiple stakeholders for the good of the business.
3. AI process for Sustainability	Business as a force for good.	To bring multiple stakeholders together to generate results for business and society (Lazlo & Cooperrider, 2007).	Engagement and collaboration among multiple stakeholders for the good of both the business and society.
4. W-holistic AI – AI as a way of making connections	Connections between the inner and outer dimensions of a system.	To bring wholeness and deep creativity into transforming the system.	Deeper and lasting commitment to fundamental transformation in service of flourishing.

Source: Barros-Pose (2013, p.393)

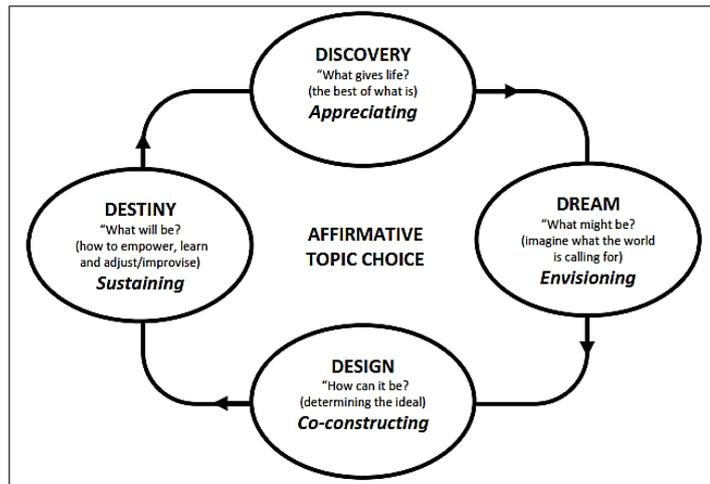


Figure 3: The 4D's of Appreciative Inquiry Approach

Source: Cooperrider et al., 2008 (p.34)

Table 2: Appreciative Inquiry vs Traditional approach

	Appreciative Inquiry	Problem Solving
<i>Assumption</i>	An organization is a mystery to be embraced	An organization is a problem to be solved
<i>Starting point</i>	Exploration of the organization's positive core	Identification of problem
<i>Approach</i>	Explore the best of what is, envision what might be, dialogue what should be, sustain what will be	Analyse source of problem and develop potential solutions
<i>Finishing point</i>	Co-construction of a positive vision for the future	Development of an action plan to treat problem

Source: Cooperrider and Whitney (2005)

Table 3: Eight Foundational Principles of AI

<i>No</i>	<i>Principle</i>	<i>The foundational of AI</i>
1	The Constructionist Principle <i>(the way we know is fateful)</i>	This research encouraged human communication and collaboration using focus groups in the discovery and dream phases and through developing an online forum in the design phase.
2	The Principle of Simultaneity <i>(change begins at the moment you ask the question)</i>	Constructing interview and focus group questions was approached as an art. Questions were designed with great care to ensure that they were successful in simulating ideas, innovation, and invention.
3	The Poetic Principle <i>(we can choose what we study)</i>	The topic for this study focused on appreciation and generated enthusiasm within the researched sending organizations. Language used throughout this study was success-oriented.
4	The Anticipatory Principle <i>(change in active images of the future)</i>	The focus groups and interviews concentrated on the positive core of organizations so that positive images were generated. The use of an online forum helped transform this image into a collective one.
5	The Positive Principle <i>(positive questions lead to positive change)</i>	Unconditionally positive questions were used throughout fieldwork to shift participants' attention towards potentials, dreams, and visions. Data were used to highlight all that is successful about the organizations.
6	The Wholeness Principle <i>(wholeness brings out the best)</i>	In order to access the whole story of organizations, the opinions of as many people as possible who were involved with the organization were accessed. The online forum also provided a way for all to contribute their opinions and ideas.
7	The Enactment Principle <i>(acting 'as if' is self-fulfilling)</i>	By asking participants to 'dream' about a positive future, this encouraged visions and ideals to be enacted in the present.
8	The Free Choice Principle <i>(free choice liberates power)</i>	Each organization and each individual were given the option of whether or not they wished to participate. For those who chose to take part, their participation was openly appreciated.

Source: Cooperrider et al. (2008); Cooperrider & Whitney (2005); Raymond & Hall, (2008b)