

# Appreciative Inquiry:

*The New Change Equation for Managing Positive Change, Growth, & Transformation*

David Cooperrider, PhD.

Case Western Reserve University

Weatherhead School of Management Executive Education

Corporate Roundtable Forum 2018

# Gratitude

## Researching successful change for over 30 years



AND YET PEOPLE ARE BECOMING CYNICAL ABOUT CHANGE  
Change this, change that... and the studies show:



## POSITIVE ORGANIZATION DEVELOPMENT:

### Changing the World of Change

David Cooperrider & Lindsey Godwin

#### PART ONE:

##### THE APPRECIATIVE MINDSET:

Positive Revolution in Research  
AI's Exponential Inquiry Effect & Peter Drucker Moment

#### PART TWO:

##### THE MULTIPLICATION MIND-SET

Change at the Scale of the Whole  
Up With Design: The Establish-and-Eclipse Theory of Positive Change  
The New Change Equation=  $W^3 / D$

#### PART THREE:

##### THE POSITIVE INSTITUTION MINDSET:

9 Billion Rising and The Call of Our Times  
Business as an Agent of World Benefit & The "Purpose Economy"

### Quick Case Example of AI: Appreciative Inquiry Global Economic Summit

With 500 Business CEOs at the UN—IBM, GlaxoSmithKline, Kingfisher plc, Standard Chartered, Burberry, Erickson, National Grid, Microsoft, Unilever, Toyota, Cemex, Royal Dutch Shell, Rio Tinto, etc.



Once in a civilization opportunities

{we can eradicate extreme poverty}

{renewable energy transformation}

{economies that bloom }

{education everywhere}

{the business of peace}

{positive institutions}

Today over 12,000 Corporations/ 433% growth

Think Beyond the Possible  
(what will they call our  
generation)

The 1st Appreciative Inquiry Summit at the UN  
700 Business CEOs and Civil Society Leaders



## Sample results and impacts—we just completed our sixth (2017) AI Summit with our UN Partnership

UN Global Compact raises bar---exponential growth

- ✓ From 1,500 firms to over 12,000—its now the largest in the world
- Revenues reach record levels & the GC Foundation is funded
- Corporations from IBM, Coca-Cola, J&J, Microsoft, Royal Dutch Shell
- Pre-competitive partnerships in 20 arenas building collective impact

Green Mountain Coffee—CEO Bob Stiller

Phenomenal Growth 2001 stock price \$2 per share/... by 2014 = \$150.00  
Market cap \$24 billion

One of the top ten "Best Places to Work"

Named "Most Ethical Company" in the World 2 years in a row.

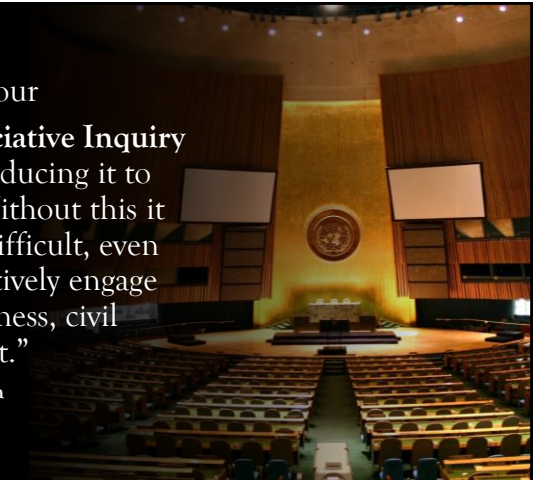
Every Year an AI Summit With "Whole-system-in-the-Room "

Stiller Foundation Donates \$10 million to establish the Cooperider Center for Appreciative Inquiry




“ I commend you for your methodology of **Appreciative Inquiry** and thank you for introducing it to the **United Nations**. Without this it would have been very difficult, even impossible, to constructively engage so many leaders of business, civil society, and government.”

~UN Secretary General Kofi Annan



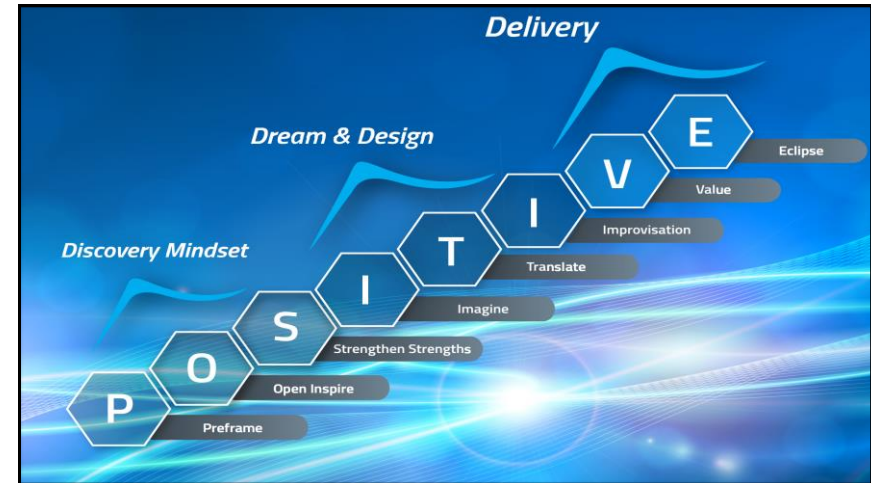
"It's not the strongest of the species that survive nor the most intelligent, but the ones most responsive to change."  
--Charles Darwin



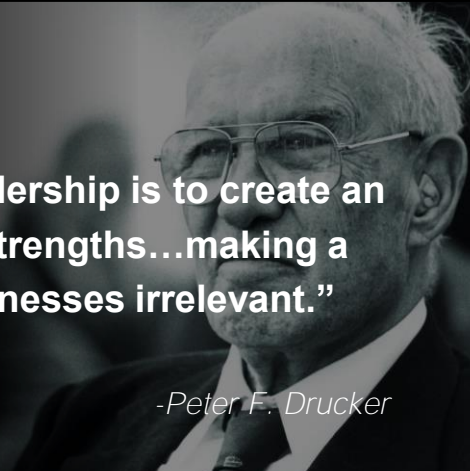
Our 3 Objectives

- What is "AI"?
- Tools, real stories
- Many applications

It's a time to re-think change



**"The task of leadership is to create an alignment of strengths...making a system' weaknesses irrelevant."**



-Peter F. Drucker

What if strengths do more than perform?  
They **TRANSFORM**.

- Why would strength connected to strength propel change?
  - Hope touching hope?
  - Inspiration united with others' inspiration?

Could it be that leading change is all about strengths?



## Admiral Clark, CNO of the US Navy: The Power of "AI" in Strengths-Based Leadership

- [Video here](#)

Did you notice the young sailor's  
energy?

**\$350 billion** lost in the US economy due to  
disengaged people

THIS PROJECT:

**\$2 billion** in productivity via HIGH  
ENGAGEMENT methods

COMPARED WITH DISENGAGED EMPLOYEES,  
HIGHLY EMPOWERED AND ENGAGED EMPLOYEES ARE:

**480%**

more committed  
to helping their  
company succeed

**250%**

more likely to  
recommend improvements

**370%**

more likely to  
recommend their  
company as an employer

**30%**

less likely to be  
absent from work

TEMKIN GROUP  
EMPLOYEE ENGAGEMENT BENCHMARK STUDY

## Let's Explore

What would you like to change?  
3 questions for reflection

1. A “highpoint moment” in organizational life— a memorable story from your leadership career—your most meaningful experience as a leader?

- a. Share the story: the most memorable parts of the initiative, including challenges, innovations, and insights?
- b. Reflect on: “root causes of success”
- c. You...what are your 3 best qualities or signature strengths?

2. When Do People in Your Organization or System Feel Most Engaged and Passionate?

- A. When do people feel most passionate, engaged, and bring their best - alone and together? What patterns and enablers do you notice?
- B. What is your answer to the continuity question?

3. Images of the Future  
(Your IDEAL Organization in 2028)

We wake up...it is 2028...what do you see that is new, different, changed, better? Images of our country's economy and our organization?

I will be most proud of \_\_\_\_\_ in 2028 when...?

Opening Interview  
(AI conversation in pairs)

A-->B (15 min)

B-->A (15 min)

1. High point career leadership moment?
2. When are people most passionate - at best? Your answer to the continuity question?
3. Images of 2028?

Spirit of discovery—strengths, aspirations, opportunities, results

- Take brief notes
- At the end.. summary & thanks
- Return @ \_\_\_\_\_

## HOW DID YOUR INTERVIEWS GO?

We excel only by amplifying strengths, never by simply fixing weaknesses; therefore, beware of the negativity bias of first framing because excellence is not the opposite of failure.

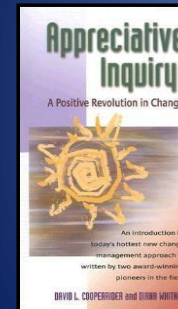
## Positive Image → Positive Action

### EXCITING RESEARCH

- ❖ *Positive Health - Placebo*
  - ❖ *Pygmalion*
- ❖ *Imbalanced inner dialogue*
  - ❖ *Positive emotions*
- ❖ *Positive energy networks*
  - ❖ *Rise and fall of cultures*
- ❖ *Positive progress mapping*
- ❖ *Leadership = affirmation*

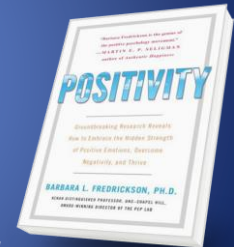
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## Quick Conversation Person Next to You (what areas most interesting to you? Examples?)



### EXCITING RESEARCH

- *Positive Health—Placebo*
  - *Pygmalion*
- *Imbalanced inner dialogue*
  - *Positive emotions*
- *Positive energy networks*
  - *Rise and fall of cultures*
- *Positive progress mapping*
- *Leadership= affirmation*



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# The logic of strength-based change leadership... is it obvious?

*But does it translate to life?*

*The 80/20 tendency*

*Deficit based thinking is hardwired*

## Deficit Theory of Change



*Let's fix what's wrong and let the strengths take care of themselves.*

- GALLUP POLL

# 5

## COGNITIVE BIASES AND UNINTENDED CONSEQUENCES OF THE "AUTO PILOT" TENDENCY DEFICIT BASED THEORY OF CHANGE

- > Fragmentation, fear, change under trauma
- > Sisyphus syndrome – exhaustion
- > "The experts must know"
- > Closed doors and increased cynicism
- > Increased resistance to next announcement  
*Not unlike antibiotics overuse*

### AND THE BIASES CONTINUE

Negative brain : Anchoring :  
Macro Exclusion : Generality Bias

**DxVxF>R**

### DEFICIT MANAGEMENT (DEFICIT-BASED CHANGE)

- > Identify problem
- > Conduct root cause analysis
- > Brainstorm solutions & analyze
- > Develop treatment – action plans or interventions

### APPRECIATIVE INQUIRY (STRENGTHS-INSPIRED CHANGE)

- > Appreciate "Best of what is"
- > Imagine "What might be"
- > Design "What should be"
- > Create "What will be"

### Problem Metaphor:

ORGANIZATIONS ARE MACHINES  
*"problems to be solved"*

### Universe of Strengths:

LIVING SYSTEMS; INFINITE IMAGINATION  
*"an abundance of strengths"*

**APPRECIATIVE INQUIRY STARTED A POSITIVE REVOLUTION IN CHANGE.**

over 500 published applications



No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew.

- ALBERT EINSTEIN

## POSITIVE CHANGE IS A SHIFT

The real act of discovery consists not in finding new lands but seeing with new eyes.

- MARCEL PROUST

## Hunter Douglas Case (Fortune 500 scenes from the field)

- Video here

## Hunter-Douglas Bottom Line Impacts



- Yields surge to 98.5%--\$10-12 million revenue
- Turnover cut in half.
- \$25MM in cost savings
- Multiple-year winner of the STAR award
- Engagement & Empowerment: Top "10" Best Places to Work

People who get to use their strengths everyday are **6x more likely** to be engaged

ENGAGED PEOPLE Higher Performers

--41% FEWER DEFECTS

--21% HIGHER PRODUCTIVITY

--22% HIGHER PROFITABILITY

MANAGERS WHO SEE EACH EMPLOYEE'S STRENGTHS **REDUCE DISENGAGEMENT TO 1%**



## Appreciative Inquiry is a Shift

*"No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew."*

--Albert Einstein

*"The real act of discovery consists not in finding new lands but seeing with new eyes."*

--Marcel Proust

## REVERSE THE 80-20 RULE

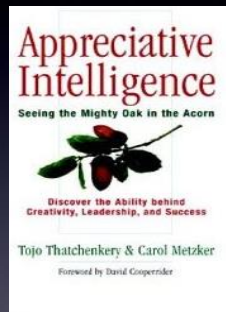
## The Gift of New Eyes



Leah Adler's  
Failing son




Xerox could have  
been... *an Apple?*



#1

Appreciative Intelligence:  
Leadership is about seeing.



Human systems live in worlds our questions create

Inquiry and change are a simultaneous moment

**Appreciative Inquiry is about the study of “what gives life”** to living systems when they are at their *flourishing or life-giving best*, and it uses this knowledge to ignite the generative mind to discover, dream, and design beyond the possible, while elevating and conserving our rich heritage via the search for *history as positive possibility*.

--Cooperrider and Godwin (2017) The New Change Equation.

## Form Groups

$$2+2+2+2 = 8$$

Introduce your partners vis-à-vis your interviews - share highlights....

Everyone listen for patterns/insights in three areas:

1. High Point Stories : And Analysis Root Causes of Success?
2. Continuity themes : Things Best, To Keep , Signature Strengths
3. Images of the Future: Key Visions 2028

<p>1. HIGH POINTS</p> <p>Patterns &amp; Themes</p> <p>RETURN _____</p> <p>Note: Be ready to share one or two best stories from group</p>	<p>2. WHEN ARE PEOPLE MOST PASSIONATE</p> <p>A.</p> <p>B. THINGS TO KEEP EVEN AS WE CHANGE:</p>	<p>3. IMAGES OF THE FUTURE WE WANT – WHAT IT LOOKS LIKE IN 2028</p> <p>Note: Create vision of “ideal” organizations of the future – and create a “The Economist” Headline Story for 2028 – on today’s new ideal org. What’s the exciting Headline?</p>
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## Ap-pre’ci-ate, v.,

### 1. Valuing ...

- The act of recognizing the best in people and the world around us;
- Affirming past and present strengths, successes, and potentials;
- To perceive those things that give life (health, vitality, and excellence) to living systems.

### 2. To increase in value, e.g. the economy has appreciated in value.

- Synonyms: **valuing, prizing, esteeming, and honoring.**

## In-quire' (kwir), v.,

1. The act of exploration and discovery.
2. To ask questions; to be open to seeing new potentials and possibilities.
  - Synonyms: **discovery, search, study and systematic exploration.**

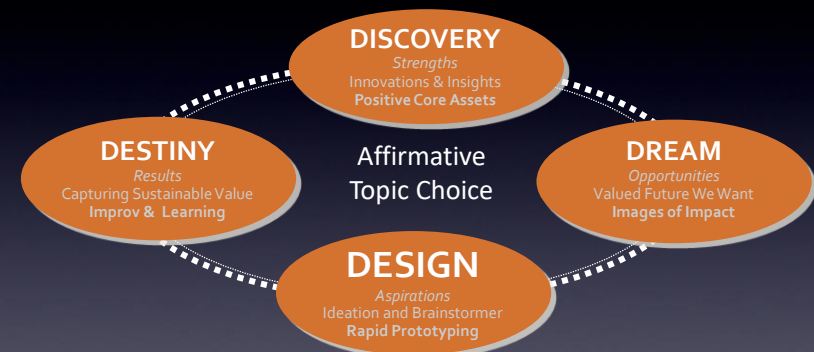
## What Would You Call It?

(all of these things taken together)

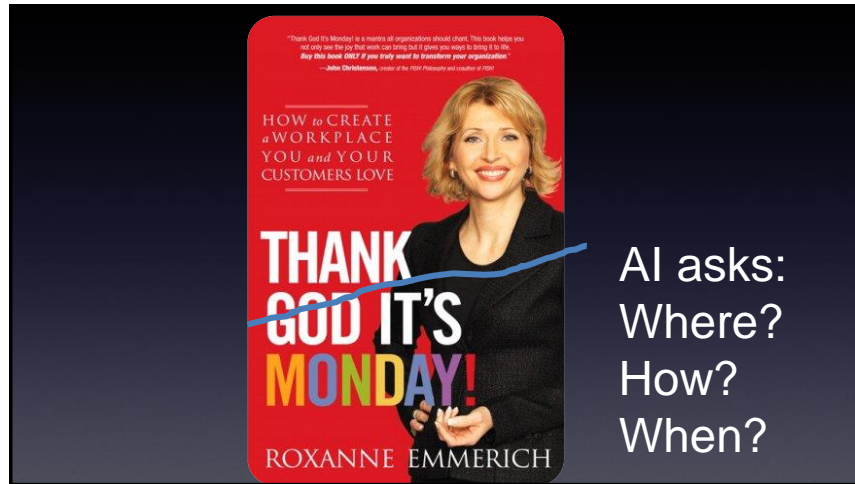
- Achievements
- Strategic opportunities
- Technical assets
- Innovations
- Elevated Thoughts
- Best Practices
- Positive Emotions
- Financial Assets
- Tacit Wisdom
- Brand Value
- Core Competency
- Visions of Opportunity
- Vital traditions
- Positive macro-trends
- Blue Ocean Markets
- Natural Capital
- Strengths of the Business ecosystem e.g. value chain -- suppliers, partners, customers

## The Positive Core

## Ai "4-D" cycle

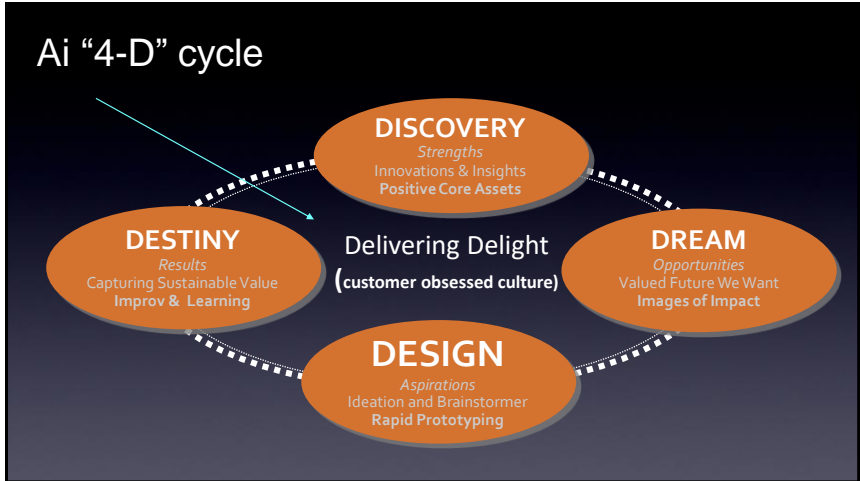
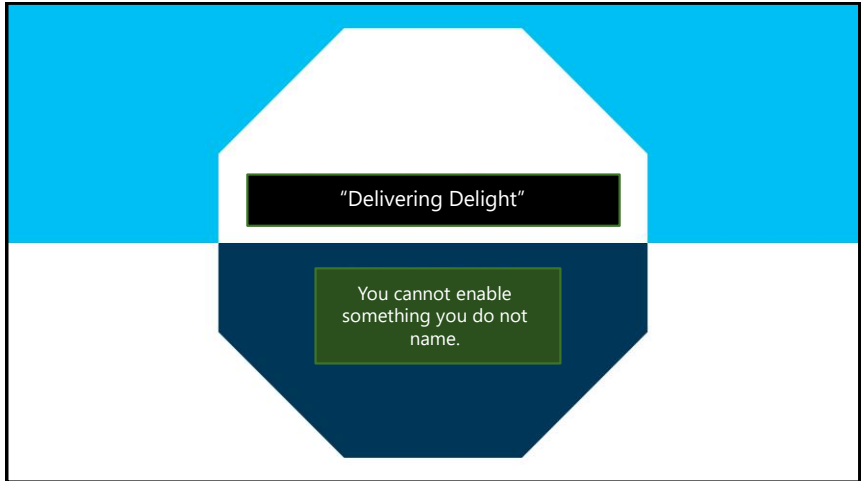
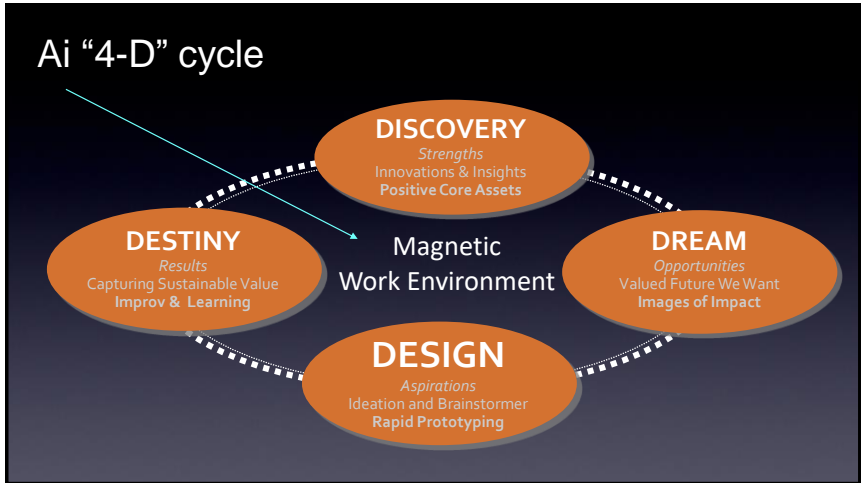






“Debilitating Turnover”

“Magnetic Work Environment”



British Airways Example  
 “excessive baggage loss”

What if...?  
 it was a study of:  
 “OUTSTANDING ARRIVAL EXPERIENCE”

## Ai “4-D” cycle



## Topic Choice Examples

- Magnetic Work Environment
- Game Changing Customer Experience
- Improbable Collaboration
- Magnifying Winning Streaks
- Outstanding Arrival Experiences
- Instinctive Execution
- Optimizing Margins
- Habits of Success
- Innovation from Everywhere
- “Lightning Fast Consensus”
- Sustainability = Innovation



## Small shifts make seismic differences...

The exponential inquiry effect  
“sensitive dependence on initial conditions”

Successful change begins with  
the skill of framing and thinking beyond

Do we really ??? want to do one more study of...

- Low morale
- High turnover
- Excessive baggage loss
- Lack of follow-through and execution
- Customer complaints
- resistance; the things getting in the way
- Or... a “high commitment sense of shared ownership”
- Or... “magnetic work environment”
- Or... “outstanding arrival experiences”
- Or... “instinctive execution”
- Or... “revolutionary customer experiences”
- Or... moments of “unstoppable confidence”



1. P R E - F R A M E

Topic Re-framing Leads to Breakthrough  
Results

Sustainability as “DOING LESS BAD”

OR

“Full Spectrum Flourishing”

(people, planet, and prosperity)

Appreciative Inquiry at Fairmount Minerals  
 40% Growth in Earning & Turned on Workforce  
 #1 US Corporate Citizen, Within 2 Years.



## New Sources of Business Value Fairmount Minerals Soars

40% year  
 growth rates  
 for next 5 years

Chamber of Commerce  
 #1 corporate  
 citizen in 2 years

Revenues move  
 to over \$1 billion  
 3x in 7 years

INNOVATION ENGAGEMENT FLOURISHING PEOPLE



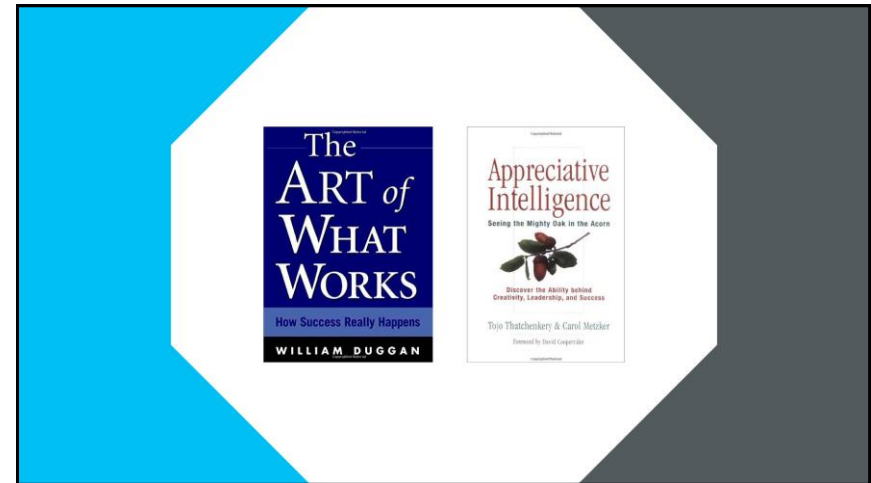
Human systems grow in the direction of our  
 TOPICS—they move in the direction of what we  
 study most deeply, frequently, authentically.  
 INQUIRY INTERVENES.

Cooperrider and Whitney (2005) Appreciative Inquiry: A Positive Revolution in Change

Inquiry & Change  
 What is Your "ROA" on your topics

100 Expensive Studies of Costly Turnover Will Not  
 Teach us One Thing About:

***"Inspired workplaces"***



**TOPIC FRAME**  
The inspired opportunity

Positive reframing is about the elevation of inquiry:

1. How might you phrase this topic as an positive emotional attractor with an inspired combination of words?
2. It's a seed topic: helping "to see the mighty oak in the acorn"
3. Examples: "magnetic work environment" or "revolutionary customer responsiveness" or "eating to thrive" or "the power of one"
4. What would you like to pre-frame?
5. Turn to person next to you.

## Issues Ripe for Pre-Framing (what would you like to change?)

- Low morale and disengaged people
- High turnover
- Excessive baggage loss
- Lack of follow-through and execution
- Customer complaints and failures
- Resistance; the things getting in the way
- High stress work environment
- Unsustainable business - polluting, waste...dirty, not green.
- Toxic relationships and mistrust
- Dysfunctional cultures
- Silos and separations
- Lack of collaboration
- Missed deliveries
- High error rates
- Slow to market and little innovation
- Frustrating technology
- We/they
- Cynicism – “we’ve tried that”
- Worst place to work

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## Topic Choice (creating transformative topics)

What you study, GROWS  
Framing and re-framing

conversation in groups :

1. Imagine we want to create a set of Topics to be used in every organization...things that will build thriving organizations - ideal for the future
2. As a group create 3 topics that have high transformational potential
3. Remember: words create worlds
4. Good topics: bold, desired, energizing words, inspired, elevating

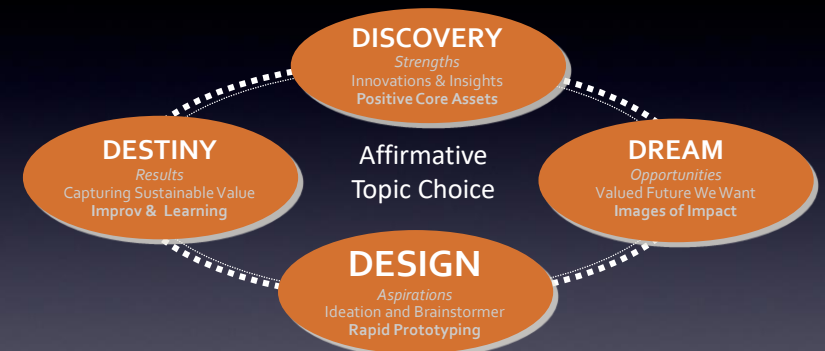
*For example the topics: “magnetic work environment” or “Outstanding arrival experience”; “Unleashing Eco-imagination”*

Inquiry & Change  
What is Your “ROA” on your topics

100 Expensive Studies of Costly Turnover Will Not  
Teach us One Thing About:

**“Leadership at Every Level”**

## Ai “4-D” cycle



## Today

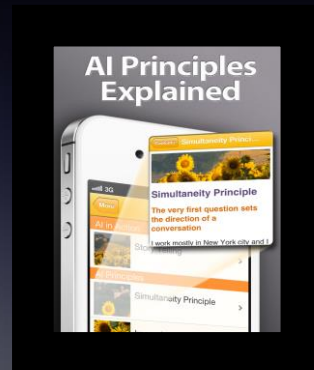
From Topic Choice to Discovery-- *The Art of the Question*  
 Dream and Design  
 Thinking Like a Multiplier of Strengths: AI Summit  
 Stories: National Grid, Nutrimental Foods; Parker Hannifin; Dealer Tire;  
 Roadway; Fairmount  
 Why Does it Work?  
 Bringing it all Together in a New Change Equation  
 3-Facts About all Human Beings

## ✓ MANY APPLICATIONS OF APPRECIATIVE INQUIRY

STRATEGIC PLANNING  
 OPERATIONS IMPROVEMENT  
 CUSTOMER DELIGHT  
 VALUES BASED ORGANIZATIONS  
 CAREER PLANNING  
 GROWTH AND MARKET SHARE  
 MERGERS AND ACQUISITIONS  
 APPRECIATIVE METRICS  
 PRODUCTIVITY INCREASE  
 ZERO WASTE  
 NEW PRODUCT  
 GREAT TEAMS  
 BRANDING  
 POSITIVE KNOWLEDGE ALLIANCES  
 CUSTOMER CO-CREATION  
 INDUSTRY COALITIONS AND PARTNERSHIPS  
 FAMILY  
 LEGACY PLANNING

## Principles of "AI"

1. Constructionist Principle
1. Principle of Simultaneity
1. Open Book "Poetic Principle"
1. Anticipatory Principle
1. Positive Principle



## Genius is Creating the Question

"What would the universe look like if I were riding on the end of a light beam at the speed of light?"

— Albert Einstein

## The Art of the Question in Leadership and Change

- What's the biggest problem here?
- Why did I have to be born in such a troubled family?
- Why do you blow it so often?
- What troubles you most—what keeps you up at night?
- What possibilities exist that we have not yet considered?
- What's the smallest change that could make the biggest impact?
- I will be most proud of this corporation in 2020 when...?

## The Encyclopedia of Positive Questions

### A Craft That Can Change Everything

#### 3 Types of Questions

1. Diagnostic—deficit-based
2. Neutral—is there really neutral?
3. Strength-based — questions that S.O.A.R (strengths, opportunities, aspirations, results)

# What New Questions?

From a Study Customer Dissatisfaction and Complaints to...

## “Delivering Delight”

### Positive Preface

**Our hotel is at its best when our guests are swept off their feet, often surprised beyond their expectations, by our responsiveness, our empathic interest in their total experience, and by our own energy and passion for our hotel's consistent high purpose on wellness and happiness and service. We call this kind of hospitality and care “delivering delight.”**

**With this in mind we want to explore your best thinking and I have three questions to start our conversation.**

### A. “Delivering Delight” (example of a “high point” question)

1. First, I'd like to have you reflect back on your own experiences as a customer anywhere else - at a fine hotel or amazing restaurant; a store like Apple or Tesla or even better; or even as a guest in someone's home. And obviously there have been high points and low points in your lifetime of experiences as a customer. But for the moment I would like you to reflect on what stands out for you as a **high-point moment as a customer** where the organization and their people involved swept you off your feet - they were delivering delight - and you appreciated it.

Please share with me a time that stands out to you as most memorable, that is, it was the best experience you have ever had as a customer and you left delighted! When was it? *Please share the story: Where were you? What was the experience like - what did it feel like? What did they do and what are the insights or ingredients for “delivering delight?”* What impact did it have on you and your relationship with them?

### B. “Delivering Delight” (example: your images of the future question)

Let's assume that tonight you fall into a sound sleep...and it lasts for five years. When you wake up it is 2026. During those five years, many positive innovations and changes happened throughout Hotel. We became the organization and company you most want. It is exciting to see - because our organization has become the kind of place you most want to see in terms of delivering delight to our guests and partners, and empowering its people in a fully human organization way.

So now you wake up. Ten years of positive change has happened. Its 2026 and its like miracles happened, and this organization became the place you would most like to see:

A. Please describe what you see and complete this sentence. “I will be most proud and delighted by our organization 2026 when...”

## CRAFTING QUESTIONS

### TAKE YOUR PRE-FRAMED TOPIC

(see below the three elements of a good question)



## Allstate Insurance

### Revolutionary Partnerships

**Preface:** The mark of a revolutionary partnership is doing things radically different together. Not only different, but quicker, with a common focus, leveraging each other's diverse strength. Also, establishing new ways of doing business that are based on trust, mutual respect and a shared vision.

A. Think of a time when you were part of a revolutionary partnership, a time in your life – at work, or in your personal or community life, when you not only met the other person(s) half way, but met and exceeded needs on both sides. Describe the situation in detail.

- What made it feel radically different?
- Who was involved?
- How did you interact differently?
- What were the outcomes and benefits you experienced

• B. Then follow up with a creative future-visioning... a desired future question.



How powerful are questions?

## The Surprise of Friendship!

One could say a key task in life is to discover and define our life purpose, and then accomplish it to the best of our ability.

- A. Can you share a story of a moment, or the period of time, where clarity about life purpose emerged for you. For example, a moment where your calling happened, where there was an important awakening or teaching, where there was a special experience or event, or where you received some guiding vision?
- B. Now, what do you sense you are supposed to do...rest of your life?



## RESULTS

Carnegie Hall Charter Signing 2005

URI 800 Centers Around World

*Birth of Global Community* by Charles Gibbs and Sally Mahe

*A Bishop's Quest* by William Swing (2014)

Predictions for Nobel Prize

85 countries. 1.5 million people

[www.uri.org](http://www.uri.org)

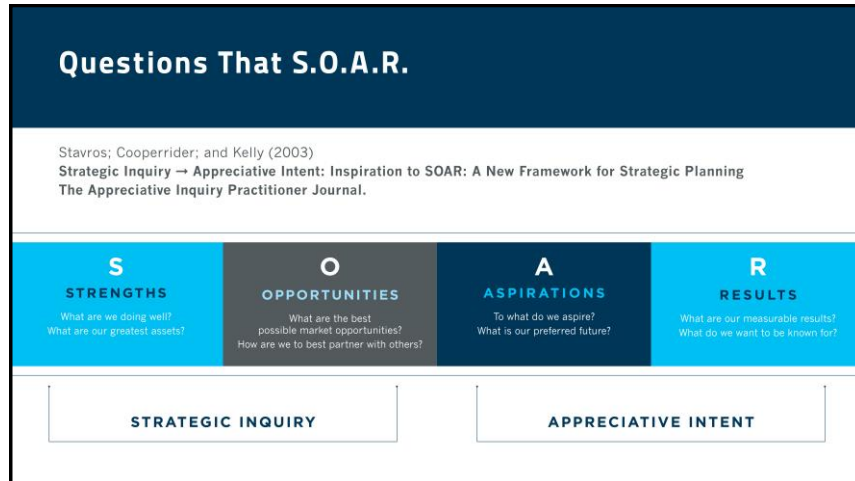
Mere Measurement?

## The Exponential Inquiry Effect.

Human Inquiry is actually a reality generator







**Encyclopedia of Positive Questions**  
Using Appreciative Inquiry to Bring Out the Best in Your Organization  
SECOND EDITION  
Dave Whitney, Harold Steiner, David Cooperrider, Brian S. Kaplan

**The Art of the Question**  
A Guide to Short-Term Gestalt-Contact Therapy  
Marilee C. Goldberg, Ph.D.  
Foreword by Don Van der Stoep

**Appreciative Inquiry in Healthcare**  
Practical Guidelines to Bring Out the Best  
Marilee C. Goldberg, Ph.D.

**The Power of Inquiry: The SPARX Breakthrough Ideas**  
A  
More Beautiful Question  
WARREN BERGER

**BE HAPPY**

**happy**

We live in worlds our questions create.  
 Human systems move in the direction of what they study.

## Engagement and Positive Energy

### Preface

- Organizations work best when they are vibrant, alive and fun. You know, when the "joint is jumping!" You can sense that the spirit of the organization is vital and healthy and that people feel pride in their work. Everyone builds on each other's successes, a positive can do attitude is infectious and the glow of success is shared. What's more, this positive energy is appreciated and celebrated so it deepens and lasts.

## Engagement & Energy

- Tell me about a time when you experienced positive energy that was infectious. What was the situation? What created the positive energy? How did it feel to be a part of it? What did you learn?
- If positive energy were the flame of the organization, how would you spark it? How would you fuel it to keep it burning bright?

*“Be patient ... and try to love the questions themselves. Live the questions now. Perhaps you will then gradually, without noticing it, live along some distant day into the answer.”*

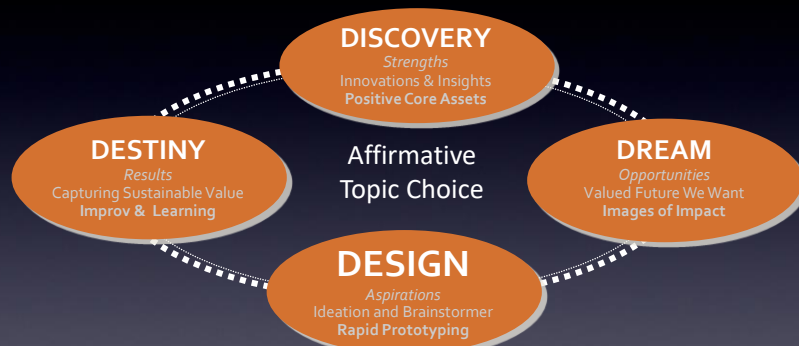
– Rainer Maria Rilke

## Groups Crafting the Unconditional Positive Question return \_\_\_\_0'clock

Choose one of your Topics and craft the Ai questions: 3 PARTS

- I. Positive Preface - it is a topic intro.
  - A. A question to evoke a story from persons history
  - B. A question to evoke/help give voice to their best images of future

## Ai “4-D” cycle

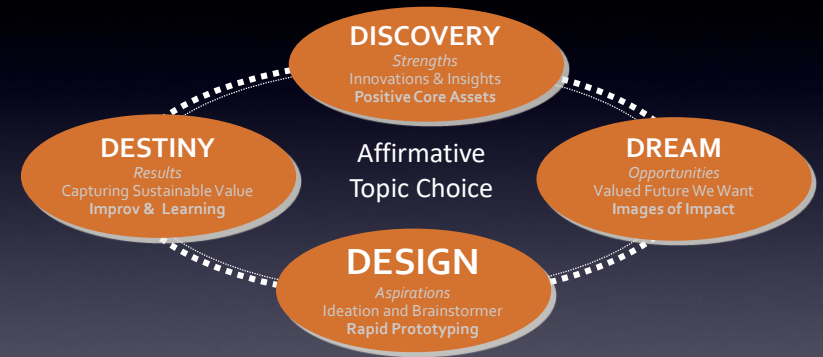


## The Incomplete Revolution.

### Three Circles of the Strengths Revolution in Management and the Leadership of Change



### Ai “4-D” cycle



the new question of change:  
**change at the scale of the whole.**

Uniting strengths across silos and specializations inspires innovation

### Five Common Approaches to Strategic Change

- Top Down Strategies
- Bottom Up Strategies
- Representative Cross-Section Strategies
  - Pilot Strategies
  - Back Room

## The Unintended Consequences of the Small Group or Closed Group Approach to Change

- > Beyond your small group everyone is less informed, less educated
  - > You get a tug of war – the few try to convince the many
  - > Change is seen as a disruption to “the real work” as if change is not everyone’s work
- > Pace of change is very slow... and just the calendar grind of 100s of committees
  - > Breakdown at implementation
  - > Increasing cynicism

**NEW LARGE GROUP AND NETWORK METHODS  
OVERCOME EVERY ONE OF THESE BARRIERS**

## What is the Appreciative Inquiry Summit?

What are the success factors?  
Why so powerful?  
Why so easy?  
How do you design it?  
A new change equation?

### The AI Summit Success Factors

**“Whole System”** in the Room  
The Strategic Future **Task** is Clear  
Magical Mix of Stakeholders Match the Task  
From Dialogue to **Design-Inspired** Innovation  
Expertise & Emergence  
2 ½ -3 Day Event: 300 to 10,000 or more Participants  
Face-to-Face & World-Wide Web  
Uncommon Engagement, Impact, & **Collective Action**  
**Concentration Effect of Strengths**

### Nutritional Foods

The Results One Year Later

Rodrigo Loures, CEO

300 % Increase in Profit

75 % Decrease in Absenteeism

Appointment to President Lula’s Economic and Social Council

World Business Academy Award

Rise to Best 100 Companies in the Nation

## Why Does Experience of Wholeness...

- Bring out the best in human beings?
  - Propel innovation?
    - New life?
- Eclipse old patterns and think beyond the possible?
  - So easy?

Why does the best in human systems come about with the experience of “wholeness”?



## Why Does Experience of Wholeness...

- Bring out the best in human beings?
  - Propel innovation?
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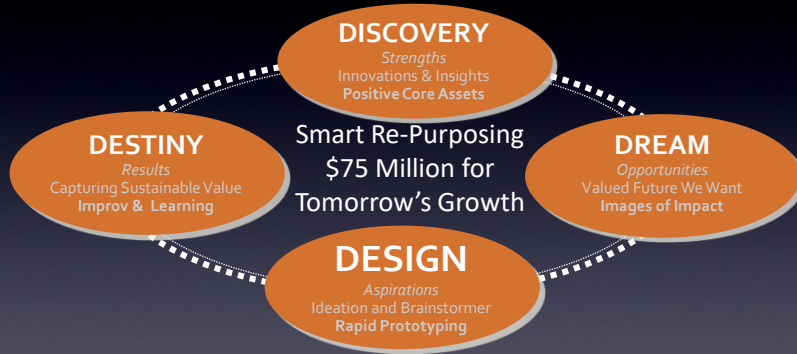
World Business Academy Award

Rise to Best 100 Companies in the Nation

Helped Create UN Global Compact



## Ai “4-D” cycle and the Powerful Concentration Effect of Strengths

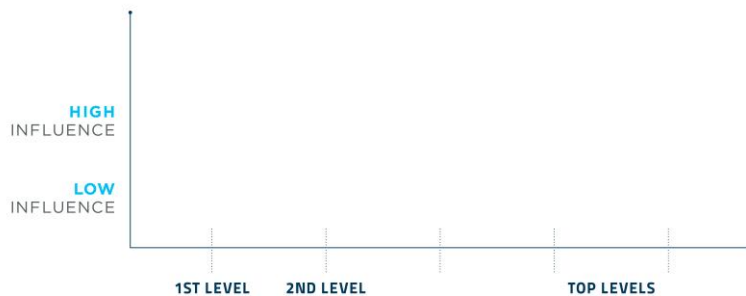


## Why High Engagement? The Business Case

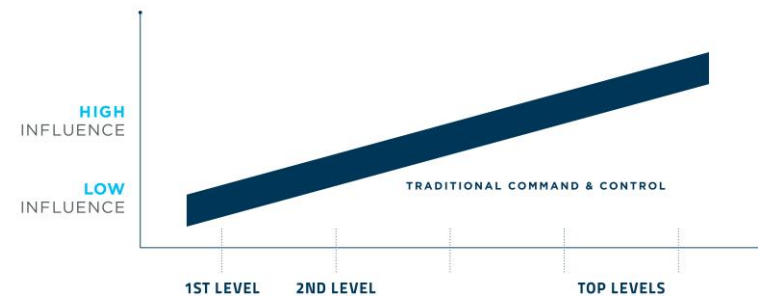
### Approaches to competitive advantage:

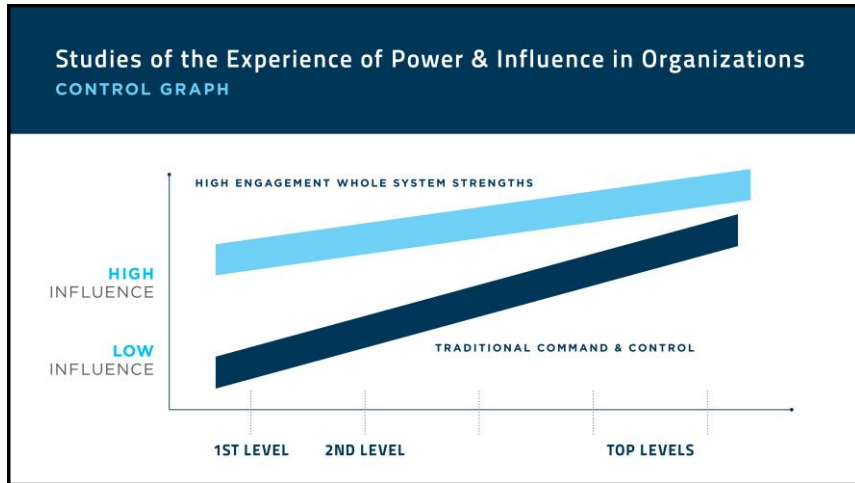
- Low price – less than 60 days
- Operational/technical expertise – less than 3 years
- Fully engaged employees (people think and act like owners) more than 7 years

## Studies of the Experience of Power & Influence in Organizations CONTROL GRAPH



## Studies of the Experience of Power & Influence in Organizations CONTROL GRAPH





IT'S THE JOB OF EVERY MANAGER AND CHANGE AGENT:

**To Bring in the Meaningful Outside**

**Firms that engage stakeholder strengths outperform: 14 TO 1**

	15 YEAR		10 YEAR		5 YEAR		3 YEAR	
	Cumulative	Annualized	Cumulative	Annualized	Cumulative	Annualized	Cumulative	Annualized
FoE Return	1646.1%	21%	254.4%	13.5%	56.4%	9.4%	77.4%	21.1%
GTG Return	177.5%	7%	14.0%	1.3%	-35.6%	-8.4%	-23.2%	-8.4%
S&P 500 Return	157%	6.5%	30.7%	2.7%	15.6%	2.9%	10.3%	3.3%

Increasing the the relational quality of stakeholder engagement - customers, communities, partners-- in a 10,000-person organization can boost the bottom line by an estimated **\$40+ million—**

*Taleo Research, Profitable Talent Management in 2012*

Organizational Dynamics (2012) 41, 106-117

Available online at www.sciencedirect.com  
 Elsevier ScienceDirect  
 journal homepage: www.elsevier.com/locate/orgdyn

### The concentration effect of strengths: How the whole system "AI" summit brings out the best in human enterprise

David L. Cooperrider

When is it that the best in human beings arises most easily, productively, and naturally? Our answer, from several decades of feedback and hundreds of interviews with successful managers, is unequivocal: the best in human organization happens when people collectively experience the wholeness of their system — when strength breeds strength — across whole systems of relevant and engaged stakeholders, internal and external, and top to bottom. (Smith, unpublished) Surprisingly, it is exactly the opposite. In fact, because of the natural polarity that's unleashed when we collaborate beyond dual and artificial separation (being vs. apart), it is often profoundly easy. The use of large group methods for doing the work of management, once a rare practice, is soaring in business, but this is the first article to focus on the positive human and organizational dynamic involved — what this article calls the concentration effect of strengths.

**A SPOTLIGHT ON JENNIFFER'S STORY: THE COURAGE TO LEAD LIKE A MULTIPLIER**

When expectations are high, and all eyes are on you, that can be the time when the potential of leadership can be truly remarkable. Jennifer's story is telling.

84% of senior leaders globally say disempowered and disengaged employees are one of the three biggest threats facing their business.

*The Economist, Re-engaging with Engagement Report, 2012*

12

## THE MAGIC OF MACRO

- Beyond silos, specializations, separations
- Simplify operations and services
- Make customers part of your team
- Establish unprecedented focus
- Push the envelope on execution and speed
- Generate more leadership deep in the organization

IT'S NOT ABOUT THE NUMBERS OF PEOPLE.

- > Its about surrounding a change agenda in whole system strengths
- > It's about maximum inspiration outside-in and inside-out
- > It's about the concentration effect of strengths
- > It's about the chemistry of relationships
- > It's about the magic of macro
- > The power of wholeness
- > Its big change, fast



# FLAT PERFORMANCE.

YOU HAVE A CHANGE OPPORTUNITY.  
WHAT'S THE SIMPLEST, CHEAPEST WAY TO CHANGE THE SITUATION?

## The study tested three interventions

- 1 Give a letter – from the “customer” to the call center associates.
- 2 Do nothing and see if performance rises on its own when managers ask for higher performance.
- 3 Bring in “the meaningful outside” where associates can hear the story of appreciation from “the customer” (someone they have never met)

## What did the research results show?

- 1 Give a letter – from the “customer” to the call center associates.  
NO CHANGE
- 2 Do nothing and see if performance rises on its own when managers ask for higher performance.  
NO CHANGE
- 3 Bring in “the meaningful outside” where associates can hear the story of appreciation from “the customer” (someone they have never met)

### BREAKTHROUGH CHANGES IN PERFORMANCE AND RESULTS

- 171% INCREASE IN WEEKLY REVENUE WITHIN A MONTH
- THESE RESULTS WERE AGAIN REPLICATED IN SEVERAL OTHER STUDIES.
- IN ONE STUDY THERE WAS A 400% RISE IN WEEKLY REVENUES

IT'S THE JOB OF EVERY MANAGER  
AND CHANGE AGENT:

To Bring in the  
Meaningful Outside

**Magic of Macro.**

IT'S NOT TOP DOWN.  
IT'S NOT BOTTOM UP.  
IT'S WHOLE.  
IT'S A 3RD FORM OF LEADING CHANGE.

**Ways to Magnify and Multiply Strengths**

- 1**  
MASS MOBILIZATION OF STRENGTHS-INSPIRED INTERVIEWS
- 2**  
WHOLE SYSTEM IN THE ROOM  
LARGE SCALE AND MINI SUMMITS
- 3**  
OPEN INNOVATION DIGITAL TOOLS SUCH AS OPEN IDEO

Success Factors

**The AI Summit Part II**

**“Whole System”** in the Room

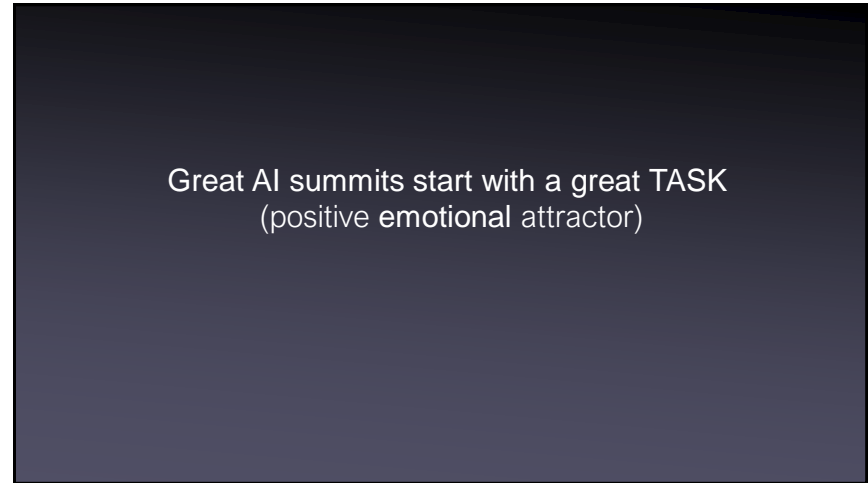
- The **Task** is Clear
- Stakeholders Match the Task
- The “Concentration-Effect” of Strengths
- Top Down & Bottom Up & Whole
- From Dialogue to **Design-Inspired** Innovation
- 2 ½ -3 Day Event: 300 to 10,000 or more Participants
- Face-to-Face & World-Wide Web
- Uncommon Engagement, Impact, & **Collective Action**

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What are your emerging questions about the AI Summit and how to do it?

Everyone in the group shares their questions.  
Choose your top 3-5 questions.

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50 years later in 2019—when the world looks to Cleveland for a sensational retrospective on the fire-like a phoenix reborn from the fire, Cleveland will surprise, amaze, and inspire the world with its transformation... “to a bright green city on a blue lake”.





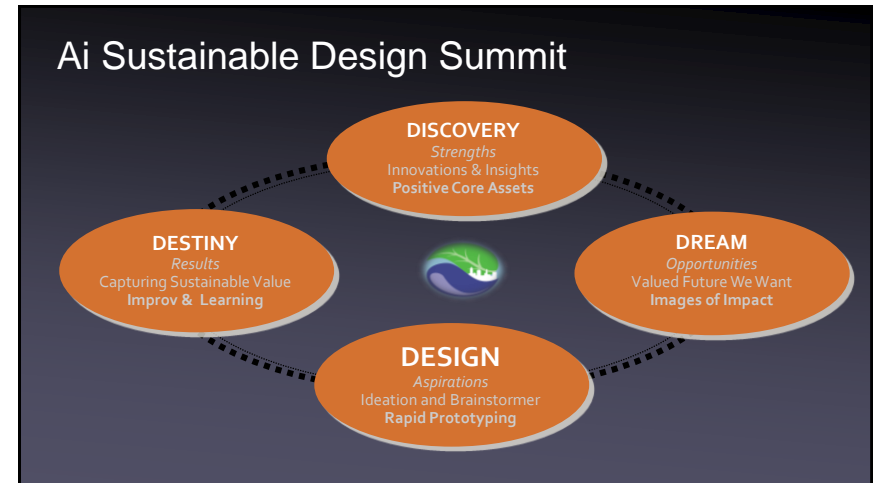
### SPECIAL STAKEHOLDER MIX

Steering Committee

- Business (Large)
- Business (Small/Medium)
- Union/Labor/Service
- Media/Communications
- Academia/Education/Researchers
- Engineer, IT, Scientist, etc
- Non-Profit/Philanthropic/Associations
- Arts/Culture
- Student/Youth Leaders
- Government/Elected Official
- National and International "External" Stakeholders

## Sustainability = Innovation Positive Emotional Attractor for a Whole City

- Video here



## Cleveland's Green City on Blue Lake

- Advanced Energy Generation
- Advance Energy Research and Commercialization
- Advanced Manufacturing and Materials
- Communications and Branding
- Engaging 1.6 Million
- Green Building
- Health
- Local Foods
- Metrics of Success
- Post-Summit Momentum
- Public Contract
- Social Capital
- Social Entrepreneurship in the Urban Core
- Strategic Partnerships and Learning
- Sustainable Business Innovation and Incubation
- Transportation
- Vacant Land Use and Green Space
- Waste to Profit
- Water
- World-Class Sustainable Education



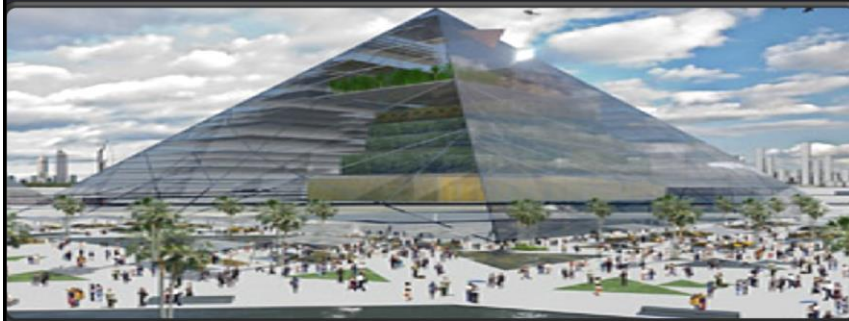
Up with design.



Think of an 700 person AI as many "design studios" at once



## A Prototype for Urban Agriculture



Will Create 10,000 Jobs

Summit Headlines: 700 Leaders, 3 Days



"Sustainability summit offers view of a green, prosperous Cleveland"

"Mayor Jackson pulls off an amazing feat with an exhilarating, idea-sparking summit," by Charles Michener

Cleveland Powered 100% by Renewable Energy"

In groups of 3  
Where might an Ai Summit make a real difference in some system that you are part of?

Help your colleague imagine an summit and brainstorm possibilities:

- Defining **summit task & sub-topics** - exciting title?
- Mapping **stakeholders** - internal *and* external - what percentages?
- Preparing **pre-summit momentum building & communications**
- Envisioning **post-summit structure** and scaling up momentum
- Summit value proposition: what results do you want?
- How to sell it? Contextualize it to our culture and setting? Unique elements? New? Different? Better?

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## Great summits start with a great TASK

“a big league opportunity”  
as a  
“positive emotional attractor”



Coming Together to Lead the Way in  
World-Class Supplier Responsibility

Extending Apple Innovation  
to Our Supply Chain Transformation

An Appreciative Inquiry Summit at Apple Headquarters  
Cupertino, California



Unleash the Heroic Spirit of Fathom

Empowering our People | Executing with Excellence | Elevating Humanity



**SUSTAINABLE CLEVELAND 2019**

**Building an Economic Engine to Empower  
A Green City on a Blue Lake**

**Coming Together to Make it Happen:**  
How Might We Bring Well-Being to *1 Billion* People Every Day?




Our Social Sustainability Goal

**“Bring Well-Being to  
1 BILLION  
People Every Day”**



**Creating the Future of Green Mountain Coffee Roasters:**  
Designing Our Organization for Phenomenal Growth and Phenomenal World Benefit

**DEALER TIRE SALES SUMMIT**



**EFFICIENCY • EFFECTIVENESS • EXECUTION**

**DTE<sup>3</sup>: Accelerating leadership at every level to drive dealer solutions which will positively shift the consumer experience**



**Strengthening Our Foundation To Win**  
 Maximizing Empowerment - Leveraging Diversity - Declaring Our Guiding Principles  
 Regarded As An Employer Of Choice

**Participant Workbook**

Name: \_\_\_\_\_

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 Where might an AI Summit make a real difference in some system that you are part of?

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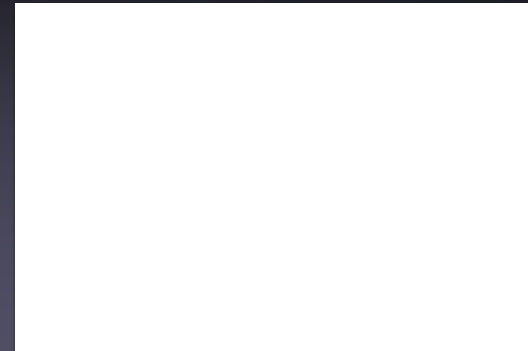
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This session...

what might a new change equation look like?

Scenes from AI Summits: What do you observe?  
 Why does the best in human systems come about with the experience of "wholeness"?





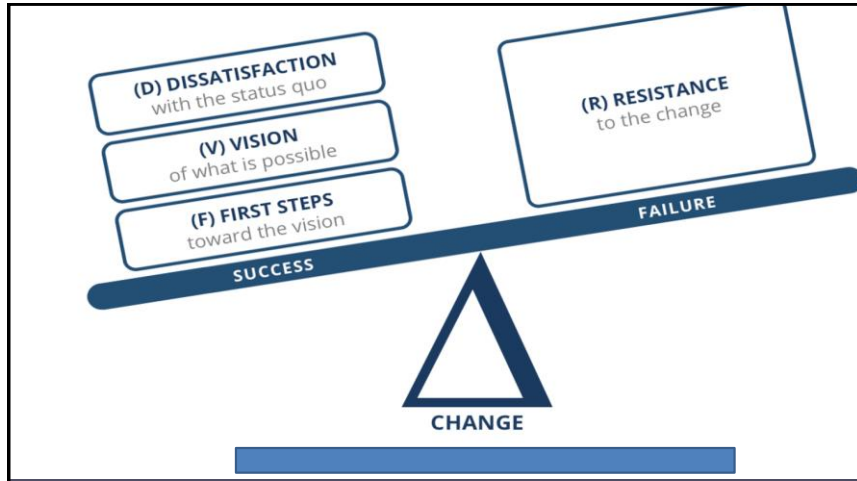


# THE MYTH

People naturally resist change.

# THE REALITY

Change is very often an occasion that naturally brings out the very best in human beings



DISSATISFACTION

# $DxVxF > R$

We place dissatisfaction and "R" at the heart of change  
Yet we are wired-to-be-inspired.  
We need a new change equation. Now.

YET THE DEFICIT THEORY CONTINUES:

**DxVxF>R**

### HBR Article:

**JOHN KOTTER AND OTHERS INSIST ON DEFICIT CHANGE**

"In a few of the most successful cases, a group has manufactured a crises. One CEO deliberately engineered the largest accounting loss in the company's history, creating huge pressures from Wall Street in the process. One division president commissioned first-ever customer-satisfaction surveys, knowing full well the results would be terrible...when the urgency rate is not pumped up enough, the transformation process cannot succeed and the long-term future of the organization is put in jeopardy..."

**...HE CONTINUES: THE KEY TO CHANGE MANAGEMENT**

"to make the status quo seem more dangerous than launching into the unknown."

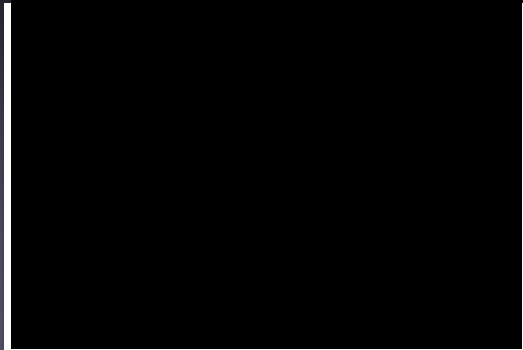
Studies of Elevation | The "Overview Effect"

## ELEVATIONARY CHANGE

OPTIMAL STATES ARE NOT ONLY A SIGNAL OF THRIVING BUT ARE CATALYSTS OF TRANSFORMATION & CHANGE

[j-mac](#)

Scenes from AI Summits: What do you observe?  
Why does the best in human systems come about with the experience of  
"wholeness"?



Your health is predicted by a famous formula:

$$H = N/C$$

AND we all know how  
this formulation changed the world:

$$E = MC^2$$

The New Change Equation—Elevational Change-- is Built Around The “Strengths Density” of Your Change Process

**Positive Change =**

$E=MC^2$

Experience of Elevation  
 {wholepower x willpower x waypower}

Deficit Despair

$PC=W^3/D$

$H=N/C$

**FLOURISHING in CHANGE RATIO**

What is the positive-strengths versus deficit-focus in successful OD?

LINDA ROBSON, PH.D. Research

Do burning platforms and negative emotions - anger, fear, blame - mobilize positive change and long term energy, success, and unifying response?

**THE NORTH POLE IS MELTING. YOU'D BETTER BELIEVE IT.**

The Arctic ice is disappearing fast. If it goes altogether, it will be a disaster for many plants and animals that live there. Polar bears, walrus, caribou... and every extraordinary creature for whom this beautiful area is home.

Greenpeace is leading the campaign to save the Arctic. We want to stop oil drilling there and create a sanctuary for the wildlife - and for all of us.

**TEXT E3 TO HELP SAVE THE ARCTIC AND GET A MESSAGE FROM SANTA.**

Text: ARCTIC + YOUR NAME to 70099

GREENPEACE

<b>SOCIAL CONSTRUCTION</b>		Gergen, 1982; Ludema et al. 1997; Cooperrider et al. 2003; Barrett et al. 1995; Cooperrider et al. 2003
<b>ORGANIZATIONAL CHANGE</b>		Schein, 2002 & 2010; Cooperrider & Sekerka, 2006; Kotter, 1996 & 2008
<b>POSITIVE ORG SCHOLARSHIP</b>		Cameron et al, 2003; Seligman, 2007; Duckworth et al, 2005; Peterson et al, 2003
<b>POS &amp; LANGUAGE</b>		Fredrickson, 1998; Losada & Heaphy, 2004; Cooperrider, 1997; Gottman, 1994, 1999; Shotter, 1996; Millroy, 2001; Hallsmith, 2003; Coupland et al, 2005; Schmidt, 2005; McKenzie-Mohr & Smith, 1997; Stacey, 1992; 1996
<b>EMOTION</b>		Fredrickson 1998, 2001; Fredrickson & Cohn, 2008; Donnollon, 1996; Gottman, 1994, 1999; Losada & Heaphy, 2004



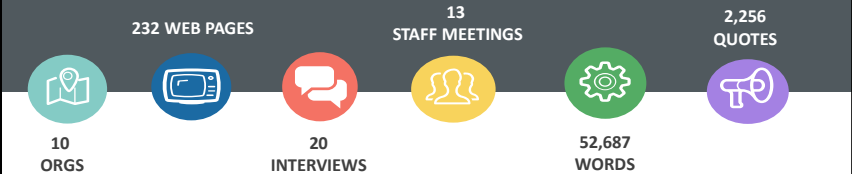
## RESEARCH QUESTIONS

What is the P-S/N-D ratios in the call for sustainability?

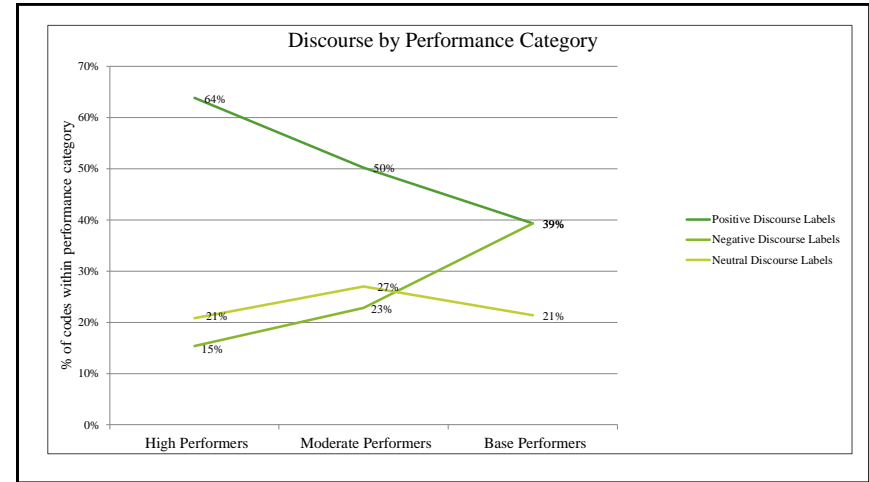
How do the P-S/N-D ratios in sustainability narratives relate to the performance of OD change efforts? Does the “strengths density” of a change initiative predict change success?



## THE DATA - coding P/N ratios



Over 54,000 pieces of data.	High Performers	Moderate Performers	Low Performers
Number of Organizations doing OD	4	3	3
Interview Data	3:1	1:1	1:1
Group Meeting Data	2:1	1:1	1:4
Website Data	26:1	28:1	12:1
<b>ALL DATA COMBINED</b>	<b>+4:1</b>	<b>+2:1</b>	<b>1:1</b>



## INSIGHTS

1. HIGH PERFORMERS NAMED STRENGTHS & APPRECIATION, SENSE OF WE, & LARGER PURPOSE 2x MORE THAN MODERATE & 4X MORE THAN BASE
2. AUTHENTIC POSITIVE-STRENGTHS FOCUS BECAME A HABIT AMONG THE HIGH PERFORMERS
3. HIGH PERFORMERS DESCRIBED A SENSE OF BLURRED BOUNDARIES BETWEEN US & OTHERS, SPOKE TO A SENSE OF CONNECTEDNESS & CARE
4. HIGH PERFORMERS MOVING BEYOND SUSTAINABILITY TO FLOURISHING, EXPERIENCES OF MIRROR FLOURISHING IN THEIR ORGS & LOVE

Your health is predicted by a famous formula:

$$H = N/C$$

AND we all know how this formulation changed the world:

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The Destiny Phase of AI & The Age of the Network

Small Groups      Hierarchy      Bureaucracy      Networks

Nomadic      Agricultural      Industrial      Information

160,000 BCE.      10,000 BCE      18th century...      20th century...

## Delivery or Destiny Phase as Improvisation

### Jazz Metaphor

- Self organizing--most alive on the edge of chaos and order
- Small, positive actions have large consequences
- Create incremental disruptions that dislodge habit - "amplify positive deviations"

### Accelerating Strengths Networks (ASN)

- Create a network and cadre of positive change leaders
- The network speeds the spread of every innovation, every positive opportunity, every story of strengths in action.
- Minimal structure, maximum freedom
- Put people on center stage - soloing and supporting

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## THE "ASN" ACCELERATING STRENGTHS NETWORK



SUSTAINING CHANGE.  
THE DESTINY PHASE

## A Question for You About the S-Revolution:

Which organization will help save more lives in the next five years than any other - children, women, and men - who are picking cotton in toxic and chemically treated fields all over the world - fields that are so toxic that when you touch the cotton it feels like an electric jolt around your fingers?



- It employs 1.9 million people
- Its serves 138 million people per week.
- It has approximately \$400 billion in sales
- It's attracting the most brilliant and radical environmental minds e.g. Amory Lovins
  - It's raising many eyebrows

## Wal-Mart's Early Steps

Many are Watching.

1. Be supplied by 100% renewable energy
2. Create zero waste
3. Leader Sustainable products & packaging



*It is easy...to speed up and scale up the spreading of strengths, solutions, opportunities and results.*

## Measurements of Packaging Eco- Innovation: “people turned on”

- Prevented millions of lbs. of trash from reaching landfills
- Saved 667,000 metric tons of carbon dioxide
- Equal to taking 213,000 trucks off the road annually

“Packaging is renewable in 90 days not 9 million years”

## The Accelerating Strengths Network

Broadening this initiative to 255 items in Toys:

- This employee driven initiative saved 3,425 tons of corrugated materials
- 1,358 barrels of oil annually
- 5,190 trees
- Millions of dollars in transportation costs
- Bottom line business and society benefit

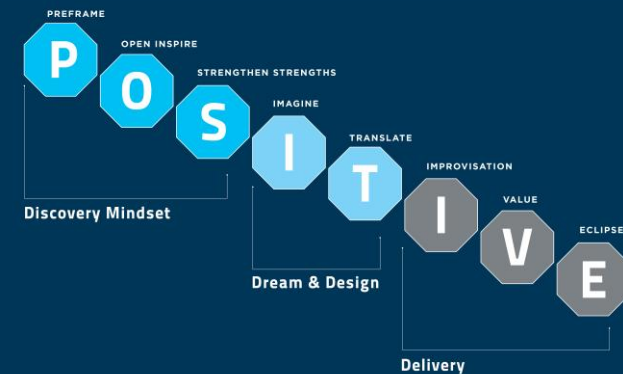
Create the new day.

You never change things by fighting existing reality. To change something, build a new model that makes the existing model obsolete.

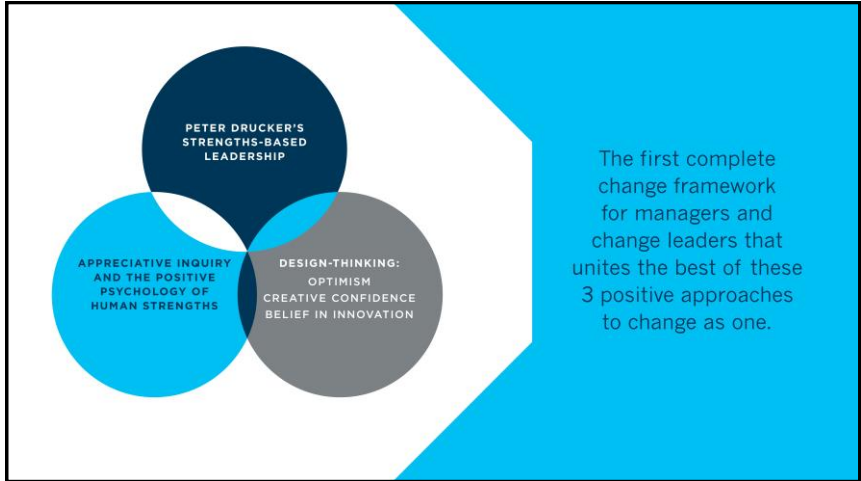
- BUCKMINSTER FULLER



### The Cooperrider-Godwin 8 Stage P.O.S.I.T.I.V.E Change Platform












We never solved all the  
"deficits" of the horse and buggy  
but moved beyond. Innovation eclipses.  
**So does positive change.**



**When there's  
a huge  
solar energy spill,  
it's just called a  
"nice day".**

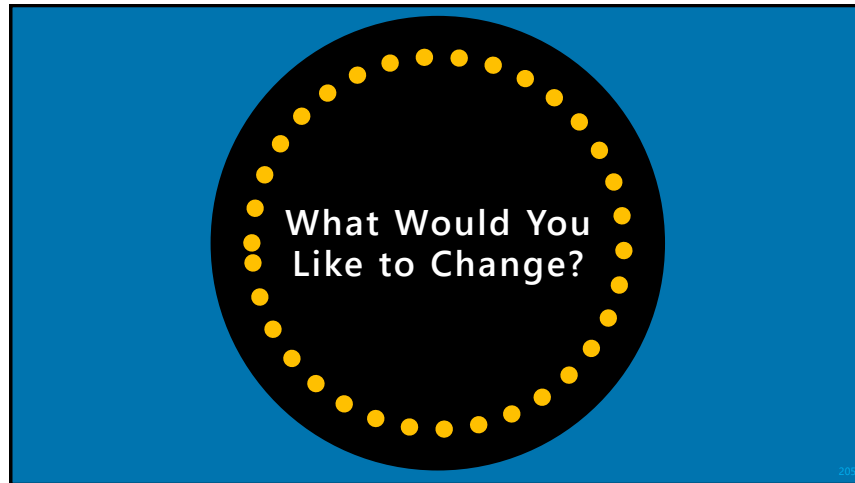


- > When we establish the new and the better the old becomes obsolete.
- > Entrepreneurs call it disruptive innovation.
- > Economists call it creative destruction.
- > Welcome solar spills.

## Exciting Application Arenas

### POSITIVE IMPACT THROUGH P.O.S.I.T.I.V.E CHANGE

- > Strategic Planning and Business Modeling
- > Technology Co-creation
- > Operations Simplification and Re-engineering
- > Strengths-based Team Development
- > Creating a Destination Workplace/  
Great Place to Work
- > Appreciative Metrics
- > Project Management Leadership
- > Mergers of Strength &  
Launching Alliance Partnerships
- > Customer Co-creation
- > Re-igniting Lean
- > Internal and External Branding
- > Creating an Inspired Culture  
and Shared DNA of Values
- > Transforming Your Industry  
and Changing the Rules of the Game
- > 8-step P.O.S.I.T.I.V.E Change  
Platform to Strengthen or  
Replace Deficit Approaches Wherever  
They Have Reached the Point of  
Diminishing Returns



## Lets Coach Each other and Imagine two Projects: Where Might an AI Approach Create Value in My Work, or Community, or World?

If anything imaginable were possible - assuming there are no constraints whatsoever - what kind of "AI" initiative, project, or experiment might I want to launch?

1. Name the possibility or possibilities - and begin the conversation with your original interview partner...what/where/why/who?

- What is one of the smallest initiatives or possibilities - that can have impact?
- What is one big possibility - something that would be a real stretch?

2. Now think through the project: what's the possible affirmative topic? The stakeholder mix? Think about the waves of Discovery; Dream; Design; Destiny - or use the 8 stage POSITIVE change model.

3. What are your positive assets, beliefs about yourself, and best strengths that will ensure your success?

1. THINK DRUCKER, THINK STRENGTHS

2. PEOPLE DON'T RESIST CHANGE, THEY RESIST BEING CHANGED

3. RELATIONSHIPS COME ALIVE WHERE THERE IS AN APPRECIATIVE EYE:  
IN YOUR ORGANIZATION AND FAMILY  
BE THE GIFT OF NEW EYES

4. WE'VE UNDERESTIMATED THE ROLE OF THE POSITIVE IN LEADERSHIP  
(NOT JUST POSITIVE THINKING)

OPTIMAL STATES DON'T JUST SIGNAL FLOURISHING  
THEY CREATE GREATER OPTIMAL STATES

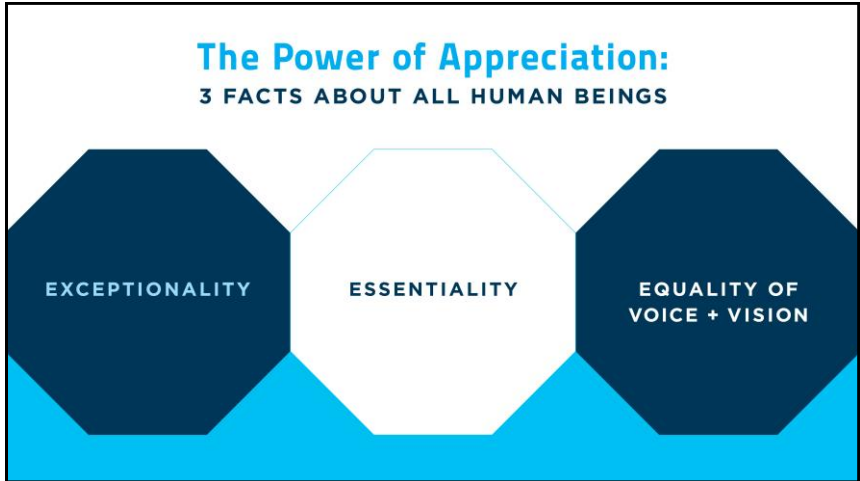
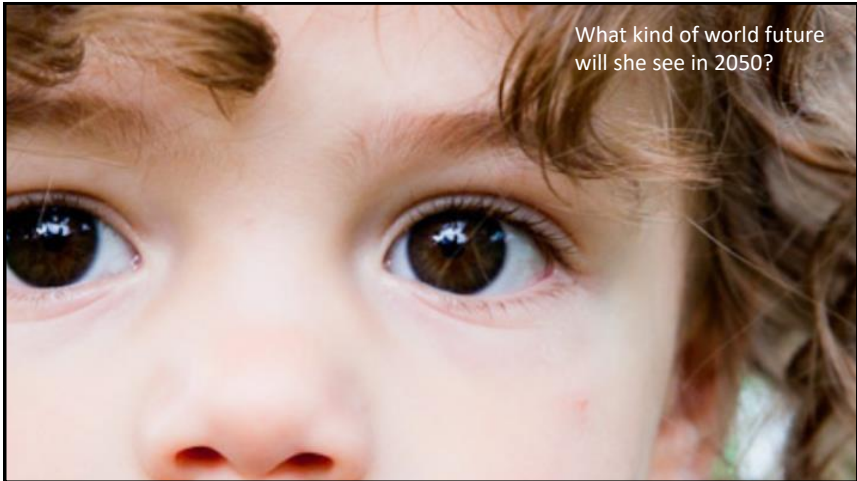
5. WE NEVER DENY WEAKNESS OR PROBLEMS  
BUT  
REVERSE THE 80/20 RULE

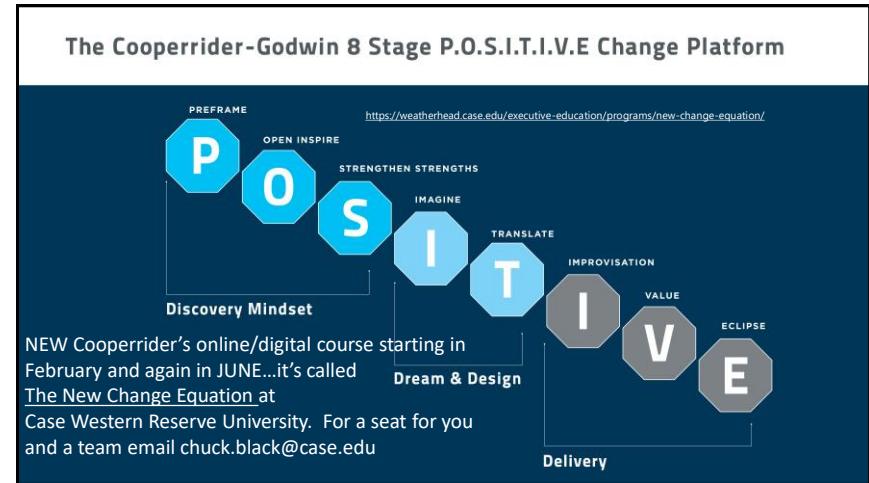
SMALL CHANGES CAN BE SEISMIC

WHEN YOU CHANGE THE WAY YOU SEE THINGS,  
THE THINGS YOU SEE CHANGE.

6. CHANGE IS NOT JUST ELIMINATING SOMETHING,  
EXCELLENCE CALLS FOR ENABLING SOMETHING

7. THE TOOLS FOR POSITIVE CHANGE ARE NOW PRIME TIME READY





David L. Cooperrider, PhD, is a University Distinguished Professor and holds the Fairmount Santrol - David L. Cooperrider Professorship in Appreciative Inquiry at the Weatherhead School of Management, Case Western Reserve University, where he is the faculty founder of the Fowler Center for Business as an Agent of World Benefit. David is also the Honorary Chairman of Champlain College's David L. Cooperrider Center for Appreciative Inquiry at the Robert P. Stiller School of Business.

David is best known for his original theoretical articulation of "AI" or Appreciative Inquiry with his mentor Suresh Srivastva. Today AI's approach to strengths-inspired, instead of problematizing change, is being practiced everywhere: the corporate world, the world of public service, of economics, of education, of faith, of philanthropy, and social science scholarship—it is affecting them all. Jane Nelson, at Harvard's Kennedy School of Leadership recently wrote, "David Cooperrider is one of the outstanding scholar-practitioners of our generation."

David has served as advisor to prominent leaders in business and society, including projects with five Presidents and/or Nobel Laureates such as William Jefferson Clinton, His Holiness the Dalai Lama, Kofi Annan, and Jimmy Carter. David advises a wide variety of corporations including Apple, National Grid, Johnson & Johnson, Green Mountain Coffee Roasters, Verizon, Hunter Douglas, Cleveland Clinic, Smuckers, Clarke, Fairmount Minerals, McKinsey, Parker, Dealer Tire, Webasto, and Wal-Mart as well as the Navy, Red Cross, United Way of America, USAID, United Nations, and hundreds of international private voluntary organizations (the GEM project.) David is also a founding Board Member of the Taos Institute and the International Association of Positive Psychology.

David has published 25 books and authored over 100 articles and book chapters. He has served as editor of both the Journal of Corporate Citizenship with Ron Fry and the current academic research 4-volume series on Advances for Appreciative Inquiry, with Michel Avital. In 2010 David was honored with the Peter F. Drucker Distinguished Fellow award. David's books include Appreciative Inquiry: A Positive Revolution in Change (with Diane Whitney), The Organization Dimensions of Global Change (with Jane Dutton), Organizational Courage and Executive Wisdom (with Suresh Srivastva), and The Strengths-based Leadership Handbook (with Brum & Ejsing.) David's work has received many of awards including Distinguished Contribution to Workplace Learning by ASTD; the Porter Award for Best writing in the field of Organization Development and the Aspen Institute Faculty Pioneer Award. In 2016 David was named as one of the nation's top thought leaders by Trust Across America, and honored as one of "AACSB's Most Influential Leaders."

In the highest recognition, Champlain College's Stiller School of Business honored David's impact with an academic center in his name. Opened in 2014 it is called the David L. Cooperrider Center for Appreciative Inquiry, and David serves as its Honorary Chair. For the center's dedication Professor Marty Seligman, the father of the positive psychology movement wrote: "David Cooperrider is a giant: a giant of discovery, a giant of dissemination, and a giant of generosity." Likewise Jane Dutton, former President of the Academy of Management said, "David Cooperrider is changing the world with his ideas and who he is as a person. There are few who combine such insight, inspiration and energy."

[David.Cooperrider@Case.Edu](mailto:David.Cooperrider@Case.Edu)