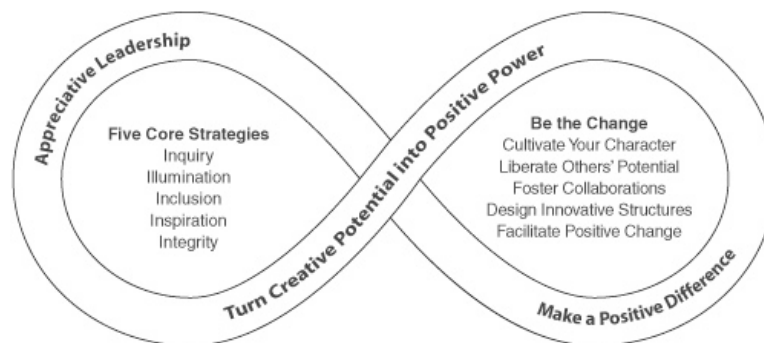


1. **The wisdom of inquiry** – asking positively powerful questions. Appreciative questions are a ready source of positive power. All you have to do is ask and a wealth of information, ideas and knowledge unfolds. Positive questions are keys to treasure troves of best practices, success stories and creativity. They unlock positive emotions essential to high performance such as acceptance, validation, job satisfaction, confidence and courage. Positive questions are Appreciative Leadership’s most powerful tools. They are compelling vehicles for empowerment, for fostering risk taking and for guiding value-based performance. They are the means to all learning, change and innovation.
2. **The art of illumination** – bringing out the best of people and situations. People’s strengths, capabilities, hopes and dreams are a readily abundant yet frequently overlooked source of positive power. Unrecognized and very often underutilized, strengths are a deep well of potential waiting to be tapped. Appreciative Leadership puts strengths to work, transforming them from raw potential into positive results through the art of illumination.
3. **The genius of inclusion** – engaging with others to co-create the future. Inclusion – consciously inviting people to engage in co-authoring their future – is a foundational strategy for Appreciative Leadership, and an indispensable practice for unleashing the positive power of today’s multicultural, multigenerational and multitented workforce. Realities are crafted in relationship, through conversations and collaborations. In order for decisions and plans for the future to satisfy and serve diverse groups of people, all the people whose future it is must be invited into relationship and included in dialogue and decision-making.



4. **The courage of inspiration** – awakening the creative spirit. Appreciative Leadership unleashes otherwise latent potential – great ideas, strengths, capabilities and skills – by inspiring creativity, confidence and hope for the future. Even when all the necessary resources are available, nothing changes and nothing of merit happens without inspiration. Inspiration opens people to the source of life that moves through and among us all. It gives people hope and courage to shed habitual ways of living and working and move in new, innovative and more life-affirming directions. Inspiration, hope and creativity – three essential ingredients for personal and collective transformation – go hand in hand.
5. **The path of integrity** – making choices for the good of the whole. Appreciative Leadership begins and ends with integrity. When you are on the path of integrity, people know it. They follow your ideas and ideals. They model their ways of working after yours. And they contribute their best to the ideals you put forth.

Integrity refers to a myriad of relational practices: honesty, transparency, moral and ethical conduct, speaking truth to power, making and keeping commitments, open communication, congruity of words and deeds, reconciliation, forgiveness and authenticity. All these notions point to the idea that integrity means wholeness. Appreciative Leadership stays on the path of integrity by making choices that serve the whole. Anytime your thoughts, words and deeds bring greater wholeness to people, groups, communities and organizations you are on the path of integrity.

Conclusion – Appreciative Leadership now

The world has changed. Approaches to leadership that served in the past do not address the needs of the 21st century. Appreciative Leadership does.

References

6. Whitney, Diana, Amanda Trosten-Bloom and Kae Rader. (2010) *Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization*. McGraw-Hill.