

THEchangeLAB

Researchers have suggested that

75%

of change efforts in workplaces **fail**.

An independent review found that

90%

of appreciative inquiry change approaches in workplaces **succeed**.

What makes this possible?

Appreciative inquiry (AI) is a strengths-focused, generative approach to creating systemic change that has been used by workplaces around the world to:



Heighten creativity

Hunter Douglas Window Fashions enhanced creativity, fostered co-operation, and increased commitment, leading to **reduced employee turnover by 52.2%**, **reduced returned goods by 55%**, and a **37.1% improvement in profitability** over five years.



Boost engagement

Nutrimental Foods invited employees to help transform the organization's strategy, and within one year they had **increased productivity by 23%**, **decreased absenteeism by 300%**, **increased sales by 27%**, and **grown profitability by 200%**.



Strengthen relationships

The US dairy industry turned competitors and enemies into willing collaborators for ten joint projects to **reduce its carbon footprint by 11%**, and increase the order of farm **business value by US\$238 million** within two years.



Increase revenues

Mining corporation Fairmont Santrol established a sustainability focus across the organization to develop new products and "green design" business opportunities, which delivered a **40% growth in annual earnings**.



Reduce costs

John Deere decreased apathy and improved trust across teams to significantly reduce production cycle times, which delivered more than **\$3 million in immediate savings**.



Improve profitability

Employee driven improvements at Roadway Express translated into an additional **\$17 million in revenue** and **\$7 million in annual profit**, **increasing shares from \$14 to \$40** in just two years for the couriers.



Enhance sustainability

The state of Massachusetts brought organizations, government departments, and citizens together to create state-wide energy improvements that have resulted in nearly **\$9 billion worth of benefits** for residents and businesses.

Why does it work?



Strengths focused

They discover the stories of what's working well and the shared hopes for what might be possible if these strengths were built upon to realize a higher purpose.



Diverse connections

They bring voices together from across the system and connect them in surprising, inspiring, genuine conversations that fuel trust, build psychological safety, and ignite collaboration.



Generative actions

They invite people to design, prototype, and self-organize around the changes they want to create so they can continue learning, growing, and thriving together as they work towards their desired results.

To learn more about appreciative inquiry visit www.appreciativeinquiry.champlain.edu, or www.lead2flourish.com/changereport.