Interplay of Appreciative Inquiry (AI) & Ethical Organizational Development (OD)

Lenny Collado

Rutgers University – Newark

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James Davy

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There's an interplay between AI principles & ethical frameworks explained in Cooper (2012) & Johnson (2018). By integrating Barrett & Fry's (2008) AI principles with Cooper's Components of Responsible Conduct & Johnson's metaphor of projecting light instead of shadows, I examine how AI practices reinforce ethical OD. Furthermore, I aim to integrate the authors' we have read this semester insights to provide connections between AI & ethical leadership.

Introduction

Overview of AI, emphasis on organizational strengths & positive change.

AI is administrative & builds on the best of what has been observed to be working within an organization (Mohr & Watkins 2002; Barrett & Fry 2005). Unlike problem-solving, AI emphasizes 'discovery' of strengths, successes, what is going well, to create a more constructive & optimistic organizational culture (Barrett & Fry 2005). This suggests OD is a social process, & that organizations are constructed through relationships & conversation (Cooperrider & Whitney 2005). By using AI, people & organizations develop a shared future vision, understanding best practices, creating momentum on broad initiatives (Barrett & Fry 2005). AI process follows a 4 D Cycle: Discovery, Dream, Design, Destiny. During Discovery, people explore 'best of what is', identifying organizational strengths, best practices, any & all sources of excellence. In Dream, people envision their ideals, their desires. In Design, people co-construct strategies for achieving shared visions. And in Destiny, people commit to taking action & homing in on constructive changes (Barrett & Fry 2005). In relation to these, Cooper's (2012) ethical framework & Johnson's metaphor involve exploring leadership challenges. Cooper's framework encompasses moral rules, ethical principles, norms of professional life. He emphasizes that there are dimensions of ethical decision making & conduct, & to address ethical problems. Johnson's (2018) metaphor of projecting light captures ethical leadership, with an emphasis on transparency, trust with an aim at a positive organizational culture. It emphasizes leadership actions & decisions characterized by integrity & ethical behavior. Both Cooper's & Johnson's highlight ethical leadership in shaping positive organizational culture.

AI Principles

AI is grounded in five core principles including the Constructionist Principle (Barrett & Fry 2005; Cooperrider & Whitney 2015), acknowledging reality, as we know it, as subjective & socially created through language, conversations, narratives; Simultaneity Principle (Barrett and Fry 2005) identifies that inquiry is an intervention, a moment recognizing that when we ask a question, we are thriving for positive change (Barret & Fry 2005); Poetic Principle (Mohr & Watkins 2002; Barrett & Fry 2005) captures the idea that teams, organizations are endless in creating opportunities for learning, & what we choose to examine makes a difference; Anticipatory Principle (Barrett & Fry 2005; Cooperrider & Whitney 2015) helps us acknowledge that human systems move toward their future vision, that the more positive & hopeful their vision, the more positive a present-day action. In the context of healthcare for example, this might look like delivering more effective & coordinated care for patients over time; & Positive Principle helps denote that momentum for change requiring large amounts of positivity & social bonding. This is best generated through positive questions that amplify what the authors call the 'positive core' (Cooperrider & Whitney 2005; Barrett & Fry 2005).

AI's emphasis on organizational positivity, collaboration, innovation

AI is collaborative & strengths-based aiming at organizational change while promoting a more hopeful & optimistic outlook, leading to increased employee engagement, satisfaction, creativity. Additionally, AI encourages collaboration by involving all stakeholders in changes, creating a shared vision & purpose for organizations. By focusing on strengths & positive experiences, AI helps to break down resistance to change & create a more engaged workforce (Barrett & Fry 2005).

Cooper's Components of Responsible Conduct
Leadership & its multiple dimensions

Cooper's ethical framework encompasses four major attributes of responsible conduct for leaders: individual, organizational culture, organizational structure, & societal expectations Cooper 2012, p166) to better inform leadership action. These serve public officials to navigate their roles' complexities & obligations. The individual dimension of leadership integrates high morale, ethical principles, self-image, & even certain norms, combining considerable reasoning & belief. Organizational culture pertains to challenges & ethical considerations in policy &

decision-making. Organizational structure refers to the relational, procedural, collaborative elements within organizational contexts, while societal expectations address specific ethical responsibilities to the broader society & standards associated with a particular profession (Cooper 2012). Cooper's framework emphasizes importance of developing a working professional ethic & ability to think ethically while working with others to address diverse & demanding ethical challenges faced by public administrators (Cooper 2012).

How AI principles align with & support each component of responsible conduct

AI principles align with & support each component of responsible conduct. AI's focus on "what works" (while not deviating from what is right (Johnson 2018)) & positive examples within organization promotes trust, & ethical behavior, aligning with leadership morals (Barrett & Fry 2005). Politically, AI, by emphasizing discovery of potential & envisioning what could be, for example, endorses a cohesive, constructive & optimistic approach to organizational change & decision-making. AI's emphasis on collaboration, sharing success stories, & creating new experiences aligns with organizational culture by promoting an alignment in general practices, & positive organizational change. Professionally, AI encourages people to recognize & affirm their contributions, with a sense of pride & commitment to success, which supports societal expectations by reinforcing ethical conduct & organizational values (Barrett & Fry 2005). These principles collectively contribute to developing a more ethical, positive, innovative organizational culture, & in so doing supports & advances each component of responsible conduct proposed by Cooper (2012).

Light Instead of Shadows

Johnson's (2018) metaphor & its implications for ethical leadership captures the idea that ethical leaders are responsible for promoting transparency, trust, & positive organizational culture. By projecting light, leaders create a way toward ethical behavior, integrity, ensuring that their actions & decisions are visible & aligned with broader values. It emphasizes a leaders' influence in shaping the ethics of an organization, as their behaviors set a tone for others to follow. It also stresses open communication, accountability, grounded decision-making in creating a work environment free from shadows or unethical conduct (Johnson 2018).

Examples of how AI practices help organizations develop

AI practices promote open & honest communication, allowing employees to voice ideas & concerns without fear. This transparency builds trust & ethical behavior by creating an environment where people feel comfortable discussing ethical dilemmas & seeking guidance. By highlighting & appreciating instances of ethical behavior, AI practices reinforce organizational commitments to integrity. This recognition encourages employees to uphold ethical standards & contributes to trust & transparency. AI encourages participation of all stakeholders in changes, including when brought on by decision-making geared to broader change. By involving employees in discussions about organizational values & ethical standards, AI practices promote a collective commitment to transparency & trust. AI emphasizes discovery of what is working well within organizational grounds (Mohr & Watkins 2002). By sharing success stories related to ethical conduct, for example, AI inspires trust & confidence in an organization's commitment to ethical behavior, building transparency & integrity. AI practices often include mechanisms for gathering feedback from employees at all levels. In the context of healthcare for example this might look like multiple providers serving a patient to collectively ensure that patient's health & wellbeing through thorough assessments & feedback using these to inform better practices. By providing these opportunities, organizations demonstrate their commitment to transparency & trust, & their willingness to listen & respond to concerns & better perform.

Integration of Barrett & Fry's AI principles with insights from this semester's articles

Cooperrider (2012) emphasizes the individual nature of reality, idea that inquiry on the induvial level creates change, that the influence of language & stories on organizational culture, helps push for a positive future, & power of positive questions drives change (Cooperrider & Whitney 2005). Additionally, Barrett & Fry's (2005) "4 Ds" outline a continuous process for OD. They encourage organizations to focus on their strengths, imagine what could be, design practical structures around their dreams, implement these designs into their organizational structure. AI is an OD method that is collaborative & highly participative; it is holistic in seeking, identifying, enhancing 'life-giving forces' that are present when a system is performing optimally in human, economic, organizational terms (Mohr & Watkins 2002). It is energizing, inclusive, & builds through positive inquiry, building new skills in people & groups, developing new leaders, encouraging inquiry, & helping create shared vision & purpose by building on an organization's

core values & strengths (Barrett & Fry 2005; Johnson 2018). AI invites ongoing exploration into new opportunities for learning, growth, & innovation within an organization -- different from changing people but tapping into collective vision -- it invites people to engage in building a future they want to live in by shifting their focus & energy into opportunities & possibilities. It uses questions that enhance images of an ideal future & invite reflection on how to achieve or strive for them (Barrett & Fry 2005).

How AI practices address ethical challenges & promote integrity

AI calls for a particular change in organizations & the people running those systems. AI emphasizes importance of using organizational strengths & successes & is designed to provoke action, inspire commitment, resulting from a focus on what an organization can offer & seeking to make it even better. Principles of AI, as discussed by various authors, emphasize subjective nature of reality, idea that inquiry creates change, influence of language & stories on organizational culture, importance of envisioning a positive future, & power of positive questions in driving change (Cooperrider & Whitney 2005; Barrett & Fry 2005). All this to say that collective action generates integrity on part of individuals & teams within an organization.

Implications for leaders striving for responsible & ethical conduct

Leaders seeking to integrate AI practices into their organizations to advance responsible conduct & ethical leadership may consider shaping organizational culture through its principles. By using AI principles, leaders build a more positive, transparent, & collaborative work environment (Barrett & Fry 2005). AI leads to enhanced employee engagement, a stronger sense of shared purpose, a culture that values ethical, responsible conduct. Additionally, integrating AI practices help leaders address ethical challenges proactively, promote open dialogue about ethical issues, recognize & celebrate instances of ethical behavior (Cooperrider & Whitney 2015). By embracing AI, leaders create an organizational climate supporting ethical decision-making, transparency, trust, contributing to long-term sustainability & success of organizations (Barrett & Fry 2005; Cooper 2012; Mantel & Ludema 2004). The integration of AI practices represents an opportunity for leaders to nurture a work environment characterized by integrity, positive communication, a commitment to ethical leadership.

Conclusion

The relationship between AI principles & ethical OD is significant. AI, as a collaborative & participatory approach, discovering an organization's positive experiences & strengths, building positivity & possibility, creating a shared vision & purpose (Barrett & Fry 2005). AI addresses ethical considerations & biases, ensuring responsible AI deployment & OD. By involving all stakeholders in the process, organizations create a sense of ownership & accountability among employees, develop their leadership capacity, & promote more productive positivism. Integration of AI with ethical considerations leads to a more engaged workforce, enhancing employees' experiences, & generating values that are professional & human centered. Therefore, the relationship between AI & ethical OD is essential for shaping a future where AI amplifies human potential in organizations & beyond rather than replacing it.

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