Using Appreciative Inquiry to Manage Generation Y

Douglas G. Ohmer
Northern State University

Allen Barclay
Northern State University

Brenda Merkel
Anderson University

Organizations and their managers constantly look for various approaches to improve, energize, and engage employees, including Generation Y. As a management approach, Appreciative Inquiry (AI) can improve leadership development within an organization and the level of engagement from all levels of personnel. AI focuses on positive change within an organization or business. Through the use of AI, managers gain another tool to encourage employees' active participation within the organization. AI's focus on engagement and active participation utilizing the strengths of the intergenerational workforce stand as examples of AI's utility when managing members of Generation Y. Organizations utilizing AI have experienced positive and effective change with their Generation Y employees.

INTRODUCTION

Throughout time, managers have sought effective tools and methodologies to enhance employee engagement and productivity in the workplace. In the modern organization, with the ever-increasing demands of global competitiveness, managers seek tools and methodologies to unite a diverse and multi-generational workforce. One such tool is Appreciative Inquiry (AI). AI, as a management style/technique, incorporates evaluative processes around positive interaction with employees. Merriam, Caffarella, & Baumgartner (2007) state "what one wants to learn, what is offered, and the ways in which one learns are determined to a large extent by the nature of the society at any particular time" (p. 5). Organizations, due to the increasing demands of competition, require a process, such as AI, that focuses on results and in effective, positive change when employing a multi-generational workforce, and in particular, Generation Y.

UNDERSTANDING THE GENERATIONS

Over the course of history, society perceives each generation differently. Differences in politics, technology, music, cultural and historical events, and economics often define the commonly understood

differences between each generation. From an organizational perspective, four generations attract the particular interest of managers: Baby Boomers, Generation X, Generation Y, and Generation Z

Baby Boomers currently serve organizations as the senior most employees and managers. Baby Boomers were born between 1946 and 1964. Many members of this generation currently plan their exits from employment or have already left the workforce. According to McCrindle Research (2012), John Kennedy, Richard Nixon, and the Viet Nam War define this generation politically. Neil Armstrong, the first person on the moon, stands as a hero. Culturally, color television, transistor radios, music from Elvis, the Beatles, and the Rolling Stones, all recoded on audio cassettes helped define this generation. As children, the Baby Boomers enjoyed Barbie dolls and Frisbees.

Generation X members currently serve organizations in mid-level positions, with some members of this generation beginning to fill the upper-level positions left vacant by the departure and retirement of the members of the Baby Boom generation. Generation X members were born between 1965 and 1979. McCrindle Research (2012) suggests Ronald Reagan, George H. Bush, the stock market crash of 1987, the explosion of the space shuttle Challenger in 1986, and the fall of the Berlin Wall in 1989 as defining political influences on this generation. INXS, Nirvana, and Madonna played on this generation's Sony Walkmans and digital copies of the music were ripped to their PC's. This generation wanted their MTV and helped ET go home.

Generation Y currently serve organizations as lower to mid-level workers and managers. This generation was born between 1980 and 1994. These individuals currently strive to build their careers as they move up the corporate ladder or have become entrepreneurs in their own right. The Presidency of Bill Clinton, the Columbine (CO) shooting in 1999, and the heinous events of September 11, 2001 serve as defining moments in this generation's early life. This generation wears/wore baseball caps as they surfed the internet, watched Titanic on DVD or attended concerts by Eminem, Britney Spears, J-Lo, or Puff Daddy. Generation Y became the first generation to build community and share emotions in the multi-modal environment enabled through the rapid development of internet based technologies (McCrindle, 2012).

Generation Z, born 1995 to 2010, encompasses the most recent generation to join the workforce. McCrindle (2012) suggests that Barack Obama, the wars in the Middle East and Afghanistan, and Wikileaks define the political and historical underpinning of this generation. Smart TVs, Google, Twitter and numerous gaming systems entertain this youngest generation in the workforce. Downloads of tunes from Kanye West, Rhianna, and Justin Bieber from numerous on-line and streaming services fill the ears and eyes of this generation while they text and tweet on their smart devices. The oldest members of this generation are just entering the workforce.

Understanding Generation Y

Although members of Generation Z will present their own unique challenges to future managers, Generation Y presents an immediate concern and challenge to senior members of organizations, as Generation Y members begin to assume more responsibility and engage more significantly in managerial decision making in organizations. When managing Generation Y, managers must recognize the stereotypes that arise when working with various generations within the workplace, particularly their own stereotypes of Generation Y. Utilizing AI techniques, management can improve outcome expectations and promote beneficial intergenerational communication.

Generation Y tends to be image-driven, open-minded, and highly driven towards personal opinions of success (William & Page, 2011). For example, positive, AI focused, intergenerational interactions might include the development of mutual respect and trust for all generations within the workforce or a given organization (Steele Flippin, 2015). Through AI, members of Generation Y learn to avoid reinforcing negaitve stereotypes and embrace intergenerational interactions that advance the potential of all stakeholders within the organization or business.

It is important to note that different names, birth dates, and significant defining moments represent the four generations in the workforce today. Popular culture often utilizes Baby Bust or MTV Generation for Generation X, with the AIDS movement as an additional identifying generational issue. Generation Y is

also referenced as Nexters, Millennials, and the Baby Boom Echo, with an additional defining issue of global terrorism (Dwyer, 2009). Generation Z may yet encumber another, better know nomenclature, the i-Generation, Post-Millennials, and Homelanders, as currently seen the popular press.

Table 1 highlights the disparities of the four generations that mangers may encounter in today's workplace. Important for reader understanding remains the fact that each generation prefers unique and often conflicting leadership styles that AI can bring unity to through AI focus groups, workshops, or summits. Understanding, and ultimately leveraging these preferences and differences will allow current managers to provide better support and development of Generation Y to become the managerial foundation for tomorrow's workplace.

TABLE 1
GENERATIONAL HIGHLIGHTS

Generation	Preferred Leadership Style
Baby Boomers	Desire a consensual and collegial style of leadership. Concerned and passionate about the workplace. Embrace face-to-face communication and shared responsibility. Respect personal autonomy. Dislike traditional hierarchy and attempt to overturn it.
Generation X	Prefer to be straightforward and fair. Little respect for authority and prefer democratic relationships. Thrive on challenge and change. Prefer brutally honesty.
Generation Y	Gravitate towards a polite, authoritative relationship. Prefer to work as a team. Believe in a community effort to achieve change. Prefer electronic communication to face-to-face communication.
Generation Z	Look to inspiration leaders, co-creation opportunities, and social media for ideas and discussion. Prefer kinesthetic and interactive learning in a lounge room style work environment.

Source: Zemke, et al. (2000); McCrindle (2012).

Learning through sharing knowledge and experience can occur for all generations through well-constructed learning experiences. AI focus groups can connect these differing perspectives, providing opportunity for movement and momentum toward positive change growth. AI can serve as a powerful tool to connect intergenerational relationships, especially those of Generation Y, to others within the workplace.

For example, elementary and secondary schools classify individuals by age. Students get assigned to grade levels typically by age. Schiller, Moehle, & Whitehouse (2015) argue "because this categorization is so prevalent, seeing beyond socially constructed walls between age groups can be just as difficult as seeing alternatives to traditional deficit-based problem-solving approaches to change!" (p. 5). Utilizing AI methodology to foster intergenerational interaction and communication for Generation Y, this upcoming managerial generation can learn to see beyond generational walls and engaged their maximum potential for the organization.

Differences in the intergenerational workforce hinder organizational communication between senior leadership, management, and employees (Al-Asfour & Lettau, 2014). Variances in perspectives of moments in time, beliefs, attitudes, and values by each generation can contribute to communication issues. Each individual generation has a diversity of expectations in comparison to the other generations within the same organizational workforce. Such diversity directly impacts the ability of management and employees to successfully communicate. Fortunately AI can bridge the potential for miscommunication

and misunderstanding. In particular, AI can assist in managing Generation Y to move past their own misconceptions and stereotypes in the workplace.

Essentially, management (Baby Boomers and Genertion X) must adjust to the learning styles of Generation Y to understand how to provide productive and meaningful constructive feedback. Generation Y learns best by performing the task and receiving immediate constructive feedback from management, with the use of technology adding the possibility for increases in learning. Management should provide feedback that allows Generation Y to understand the greater meaning which contributes to the success of the organization or business (Kilber, Barclay & Ohmer, 2014). Organizations may need to create or update policies and procedures to better adapt to the learning styles of newer generations in the workplace. Likewise, management can utilize AI to better help Generation Y and Z understand, overcome stereotypes, and interact with their older and more experienced (at least in the work of the organization) co-workers and managers.

Appreciative Inquiry

Key elements of AI include creating a better organizational future and organizational culture. Preskill & Tzavaras Catsambas (2006) define AI as a "group process that inquires into, identifies, and further develops the best of "what is" in organizations in order to create a better future" (p. 1). Various organizations and businesses, (please refer to subsequent sections of this paper), utilize AI for development in multiple organization arenas as a means for concentrating on positive change when dealing with challenges and concerns that face the organization. AI, as its fundamental belief, engages and energizes members of the organization to become an active component of the positive change process through the sharing of experiences.

AI is based on a management style which integrates an evaluation process centered on positive interactions. According to Cooperrider, Whitney, & Stavros (2008), "Appreciative Inquiry is based on the simple assumption that every business or organization has something that works well, and those strengths can be the starting point for creating positive change" (p. 3). Practicing managers consider AI a relatively new concept compared to various other forms of evaluation, such as problem-solving or management by objectives. Strategies and approaches for implementing and utilizing AI vary significantly with various organizations and their respective development goals.

AI can improve organizations and the techniques they utilize in the creation of evaluative processes or approaches to implementation, regardless of how much knowledge management has of the subject. Preskill & Tzavaras Catsambas (2006) define an evaluation system as containing five fundamental elements: "1) leadership commitment, 2) evaluation vision and philosophy, 3) evaluation strategic plan, 4) evaluation design and implementation requirements, and 5) personnel and financial resources" (p. 101). The organizational leadership and its AI champion must understand how simple evaluation and AI differ, knowing when AI is likely to be beneficial to an organization in regards to Generation Y employees.

AI's focus on what works well for an organization provides management and employees with a more positive, forward looking experience, versus more traditional managerial attention toward assuaging critical problematic issues. Coghlan, Preskill, & Tzavaras Catsambas (2003) argue that AI "looks at organizational issues, challenges, and concerns in a significantly different way. Instead of focusing on problems, organizational members first discover what is working particularly well in their organization" (p. 5). AI encourages employees, e.g., members of Generation Y, to actively participate in examining various causes with viable and creative solutions. Understanding this fundamental component of AI and how it solves issues with a positive approach, is essential for organizations to achieve the measurable results they seek.

As previously stated, during AI interventions, organization members actively participate in the process. Coghlan, Preskill, & Tzavaras Catsambas (2003), argue that "the power of Appreciative Inquiry is the way in which participants become engaged and inspired by focusing on their own positive experiences" (p. 6). Organizational members share and relate stories and experiences of positive accomplishment, fully taking advantage of employees', e.g., Generation Y's, open-mindedness. Through the sharing of stories and experiences, members develop action plans to solve challenges and/or problems

facing the organization. The organization's AI champion encourages and facilitates organizational members' commitment and confidence in the process, while aiding the exploration of positive experiences in order to gain measurable results.

All organizations can apply AI techniques to their management development process because of AI's intent to purposefully improve any change process for all stakeholders. For instance, Preskill & Tzavaras Catsambas (2006) suggest that AI affects change because of its "attention to (a) being purposefully positive, (b) building on past successes, (c) emphasizing a grass roots and top down approach, (d) being highly participative, (e) stimulating vision and creativity and (f) accelerating change" (p. 3).

Utilizing AI for an evaluation process includes other organizational and personal benefits. Cooperrider & Whitney (2005) suggest that "employee morale, commitment to cost savings, and the ongoing discovery of innovative revenue-generating ideas were elevated through the use of Appreciative Inquiry" (p. 13). Cooperrider & Whitney (2005) further suggest that AI is limitless in improving positive change. It follows, therefore, that AI offers itself as a viable option for organizational evaluation processes when managing multiple generations of employees, including Generation Y.

An organizational evaluation plan provides its managers an established process to guide organizational change. Evaluation takes time. When an organization's leadership believes that investing the time to engage change, positive change will lead to continued success of the organization. Commitment time and resources to preparation of future generations of management can only create the potential for a positive future for the organization.

Engaging all the organization's personnel, from top to bottom, and across all generations, improves the likelihood of AI intervention success. Investing time and resources to discover what works well through a process of sharing positive interactions underlies the success of any AI process. Cooperrider, Whitney, & Stavros (2008) explain AI to be "based on the simple assumption that every organization has something that works well, and those strengths can be the starting point for creating positive change" (p. 3). Including all organizational stakeholders in an evaluative process creates positive change in an organization when championed by management and other leadership to provide energy and excitement for change by a collective organizational team.

AI is unlike other evaluation methods or processes as it focuses on positive transformational change. Watkins & Mohr (2001) describe what makes AI unique and useful: "1) change in the kind of work done within the organization and how it is done in the pursuit of producing the organization's service or product, 2) change in the roles people hold and the relationships they have with one another, 3) change in the identity of the organization in the marketplace, 4) change in the relationship of the organization to customers and the outside world, 5) change in the mission of the organization, 6) change in the culture of the organization, and 7) change in the organization's processes for adapting to continuous shifts in the organizational environment" (p. 23). In an organization, AI utilizes the best, builds upon past success, and transforms the future.

As mentioned previously, AI sets itself apart from other change oriented data gathering methods, e.g., problem solving or management by objectives, by distinctively relating what a business or organization does well and then builds upon those points of success. Problem-solving, instead, focuses on directly finding the issue or challenge and working through until it is resolved; while Management By Objectives seeks to explain variance in goal achievement. Cooperrider & Srivastva (1987) suggest, "In problem-solving it is assumed that something is broken, fragmented, not whole, and that it needs to be fixed. Thus, the function of problem-solving is to integrate, stabilize, and help raise to its full potential the working of the status quo" (p. 147). In using problem-based approaches, individuals become irritable and come to an impasse when focusing only on negative issues and their solutions. However, when using AI, the process focuses on what the organization already does well and implements positive change that actively encourages participation in the process.

Appreciative Inquiry and Generation Y
Appreciative Inquiry, in the multi-generational workplace, can assist management to move beyond traditional problem solving approaches and promote improvement techniques with all generations,

particularly with Generation Y. Managers can use AI to engage, evoke, and encourage Generation Y to share experiences through communication to promote individual and team potential. All organizations face the challenges of retaining and managing talent, particularly that of Generation Y, which McCrindle (2012) suggests has little loyalty or organizations or marketing brands. AI builds upon the foundational organizational roots to rejuvenate and promote success within the intergenerational workplace, while simultaneously offering managers another tool for organizational and individual improvement.

Intergenerational interaction and communication facilitated though and AI process, can occur through action as simple as basic conversation. Successful AI intervention occurs when generational diversity is leveraged (Schiller, Moehle, & Whitehouse, 2015). Successful sharing of this inter-generational diversity occurs when individuals become actively engaged with others from differing generations within their common workplace. In particular for Generation Y, these up and coming employees and managers learn to understand the potential for personal and professional growth and, hence, embrace the learning experience. Members of Generation Y, as well as any member of any generation, then begin to connect these relationship from past experiences into future growth for themselves.

Provide Constructive Feedback

Utilizing AI assists organizations and managers as they works on capitalizing the strengths of each generation. Steele Flippin (2015) conducted a quantitative study to gain understanding of notable traits that give rise to effective leadership styles for *Generation Y* in the intergenerational workplace. Two themes materialized from her study: "1) recognize that popular perceptions about generational differences may be misconceptions, and 2) intergenerational interactions are enhanced by constructive feedback and mentorship opportunities" (p. 38). By enhancing every generations' constructive feedback processes and procedures, and in particular, those of Generation Y, individuals improve in performance through reflection on shared experiences.

Using Appreciative Inquiry to Foster Understanding

Generation Y employees need to grow in understanding of organizational values and structures. AI can guide this growth in understanding through the use of an AI culture and process. In an AI culture, managers foster understanding by providing Generation Y (and other generational employees) the opportunity to develop expertise and experience through focused groups. Likewise, an appreciative culture evolves that creates appreciation and innovation in the workplace. AI cultures evolve in an organization through the use of the AI summit or similar AI workshops that build trust, respect, and understanding within the intergenerational workforce. Ultimately, the AI culture and processes engage the next generation managers, Generation Y, and create a competitive advantage for the organization.

Managers can further nurture the foundation of understanding of personal character traits through the use of AI. Managers can use AI processes that even build upon the strengths of Generation Y, not only those of prior generations. Such processes work by implementing Generation Y's like for innovative ideas to invite active participation through storytelling, training, and professional development. For example, through AI storytelling, Generation Y can learn to discover and appreciate anticipation for change, hope, and trust; and nurturing the idea in Generation Y employees that their own "roots lead to success" (Mehta & Shah, 2013, p. 46).

Generation Y employees can learn to resolve challenges or issues in an appreciative way (Mehta & Shah, 2013). AI can also assist in the encouragement and empowerment of Generation Y in gaining momentum and enthusiasm for assigned tasks and projects. AI focus groups, summits, and workshops can demonstrate to Generation Y employees how to "see possibilities in every adverse situation" (Mehta & Shah, 2013, p. 45). Through the development of the skills of understanding, interaction and communication, AI helps employees of Generation Y develop the skills to value colleagues from other generations and their respective contributions to the organization.

Mentoring Through Appreciative Inquiry

Mentoring through the use of AI interactions can assist management in developing Generation Y's strengths. Generation Y's strengths include, but are not limited to, being social-minded, informed, responsible, and civic minded (Aruna & Anitha, 2015). McCrindle (2012) adds strength descriptors including participative, empowering, and collaborative. These and other characteristics make Generation Y's talents unique and useful as the next generation of upper-level managers in the intergenerational workplace. Learning to apply these talents via mentoring can provide these future managers the potential for success in developing future generation of business leaders.

Through mentoring, mentees gain valuable guidance and benefits that can bolster momentum and energy for both the individual and the organization. Mentoring also provides the opportunity for personalized, instant feedback for the individual, desired by many members of Generation Y. Aruna & Anitha (2015) suggest that mentoring involves the development of a relationship between a junior and senior employee. Junior employees (mentees) gain valuable insight and guidance through the expertise, leadership, and interaction with senior employees (mentors). Mentors benefit from the experience by expanding their personal sense of satisfaction, self-respect, and learning.

AI and mentoring provide Generation Y employees the flexibility and freedom they often desire in the workplace. Mentoring provides a structure of motivation, professional development and manners, while simultaneously providing Generation Y the opportunity to learn personal strategies for their work assignments and projects (Aruna & Anitha, 2015). As a tool, mentoring as part of an AI culture, provides benefit for both the organization and the individuals involved with the mentoring program. AI guides the mentoring process by offering opportunities for cross-generational interaction and appreciative questioning for both the mentor and the mentee.

Generation Y employees also benefit from mentoring by gaining self-efficacy. Bandura (1977) defines self-efficacy as the belief one has in one's ability to complete a task or job. Managers, through the use of AI, can assist employees, e.g., members of Generation Y, in a manner that can assist them in developing both task and career confidence through a mentoring program through reflection and action based on the interaction and sharing of experiences between mentor and mentee (Steele Flippin, 2015). Ultimately, mentoring and other AI activities help retain valuable employees, develop a sense of innovation, and become active participants in the organization.

Focus Groups

Another AI approach beneficial to managers is the use of focus groups. Through the use of the focus groups, managers engage and energize Generation Y employees. Mehta & Shah (2013) proffer that businesses with highly engaged employees show a decrease in employee turnover, exhibit higher productivity, display enhanced shareholder financial performance and shareholder returns. Developing these attributes in employees should consist of the primary work of effective organizational managers, particularly in the development of the organization's next generation of leadership, members of Generation Y.

Focus groups allow Generation Y employees to understand the purpose of the company, its future, and the linkages to positive financial outcomes for the organization. Towers Perrin (2007) discovered that businesses with highly engaged personnel actually boosted operating income by 19% and overall earnings per share by 28%. For example, consider the case of Electrotherm (India) Ltd Group (ET). Mehta & Shah (2013) report that ET encountered a 33% attrition rate of its Generation Y engineers, over 20% of its entire workforce (Mehta & Shah, 2013). They further report that Electrotherm utilized AI groups to encourage engagement, strengthen bonds, and improve productivity for Generation Y employees within the company. Through the focus groups, *Generation Y* engineers at ET became active participants in discovering both individual and organizational potential and performance.

CREATING THE AI CULTURE

Using Appreciative Inquiry

While there is no special formula for AI, most businesses follow the AI 4-D cycle cycle: discovery, dream, design and destiny. The process of Discovery aids employees to appreciating or identifying "the best of what has been and what is" (Cooperrider & Whitney, 2005, p. 16). The discovery phase allows organizational stakeholders to place value in past experiences that ultimately lead to discovering best practices and uncovering strengths of the business. In this phase, employees begin to understand the organizational culture through the use of AI, and begin to explore ideas of organizational structure and value.

The Dream phase aids employees in envisioning results and creating a clear and results driven vision. During the dream phase, answers to the question "what is the world calling us to become" develop (Cooperrider & Whitney, 2005, p. 16). This phase allows stakeholders to share experiences and to create a shared vision and values for the business. Managers can use technology and other innovation processes to assist in Generation Y's interest, idea development, and performance contributions during this phase.

In the Design phase, stakeholders create and craft possible proposals of the optimal form and outcome for the organization. The design phase allows employees to feel competent in their feelings to draw upon the newly shared positive experiences in order to achieve the newly expressed positive dream. For instance, Generation Y employees could benefit from a employee recognition program that was designed by the employees to highlight achievements and need for self-actualization. The design phase could also allow the development of a program to address Generation Y's skills gap (as newer employees), develop performance indicators, and create momentum to drive motivation within the workforce.

Finally, the Destiny phase assists in creating hope for continuing on to positive transformational change and outcomes. According to Cooperrider & Whitney (2005), the destiny phase, "strengthens the affirmative ability of the whole system, enabling it to build hope and sustain momentum for ongoing positive change and high performance" (p. 16).

In order for the process to lead to success, organizations need to implement a program logic model. Knowlton & Phillips (2008) offer that "program logic models display what an existing idea, new program, or focused change effort might contain from start to finish. The primary elements for each strand of a program logic model include resources, activities, outputs, outcomes, and impact" (p. 36). Organizations must ensure the availability of resources that include all facets of the organization. Achievement of AI activities and goals are dependent upon appropriate allocation of resources within the organization (i.e. workshop, conferences, trainings, etc.).

The program logic model contains three elements: activities, resources, and outputs. Applying all three program logic model elements ensures results. Knowlton & Phillips (2008), state that "the logic model is one way to show how the work you do within these constraints may contribute to a larger, grander impact" (p. 37). The program logic model assists the AI program and champion to utilize resources, generate activities, create outputs, measure outcomes, and evaluate impact of the program.

Using a project logic model employs two stages: doing and getting. During the "doing stage," the AI champion creates a vision that will guide the AI improvement process. The "getting stage" creates outcomes that direct the AI activities and use resources during the process.

Table 2 offers an outline of an effective project logic model utilized to assist an AI evaluation process in achieving milestones. As Table 2 shows, training, educating, and inspiring the team stand as critical elements of AI. Cooperrider, Whitney, & Stavros (2008) suggest that "a successful Appreciative Inquiry engagement depends less on a single person's capacities to communicate and facilitate and more on the wisdom and insight that resides within the hearts and minds of people throughout every organization and community" (p. 52). As the AI team continues to develop a working relationship, the more cohesive the evaluation process will become and successful outcome achievement will be.

TABLE 2
EXAMPLE 4-D PROCESS

Week	4-D Cycle	What	By Whom
1	Discovery	Get started - educate team on AI Evaluation	All
2	Discovery	Create vision - Program Logic Model	All
3	Discovery	List needs / resources / activities / output / outcomes / impact	All
4	Discovery	Inquiry & interviews for team	AI evaluator
5	Discovery	Inquiry & interviews	AI evaluator
6	Discovery	Compile information from inquiry & interviews	All
7	Discovery	Develop reflections / create report	AI evaluator
8	Discovery	Hold initial meetings (2 - 3 days)	All
9	Discovery	Select assessment topics	All
10	Discovery	Determine critical decisions	All
		Who will conduct interviews?	
		Who will be interviewed?	
		Create questions for interviewing	
		Stakeholders?	
		Benchmarks?	
		Timelines?	
11	Discovery	Determine sub-committees or groups (if indicated)	All
		Finalize interview guidelines	
		Prepare those who are interviewing	
		Establish deadlines	
		Interpret data	
12	Discovery	Conduct interviews	AI evaluator
13	Discovery	Conduct interviews	AI evaluator
14	Discovery	Hold meetings to share information	AI evaluator
15	Discovery	Subcommittee meetings to create final report	All
16		THE SUMMITT: Dream, Design and Destiny	All
		1 - 3 days	
17	Dream	Involve & engage stakeholders in shared vision / values	All
18	Design	Create a concise purpose / organizing principles	All
19	Design	Implement roles & responsibilities	AI evaluator
20	Destiny	Follow the purpose / principles	
		Meet outcomes / set deadlines	
		Decide on possibilities to be built upon	
		Determine next steps = outcomes / impact	

During an evaluation process, the selection of participating team members contributes to the success of the effort. According to Yarbrough, Shulha, Hopson & Caruthers (2011), "it is also critical to "implement processes that are worth the investment of time and (human) resources needed to support them" (p. 52). AI basic premise avers that all stakeholders in the process be valuable creators of the organization's success for improved potential for individual professional growth and a positive organizational future.

For example, the value of stakeholders in the AI process becomes a critical aspect of a solution when the organization loses its reputation through scandalous or unethical behavior. Enron and WorldCom lost excessively (i.e. investments, investors, customers, etc.) following a scandal, which resulted in a loss of reputation and recognition (McLean & Elkind, 2003; Jeter, 2003). Van Vuuren and Crous (2005) suggest "There is great ethical risk in that corporate reputations determine whether investors, consumers, potential employees, suppliers and governments will trust companies sufficiently to pledge their sustained allegiances to these organizations. The potential reputational damage that can be caused by losing the support of these stakeholders may be insurmountable for many organizations" (p. 400). The search for creative solutions can often elude management in a crisis situation. An independent AI team focused on solutions for a crisis of corporate confidence may be able to develop a creative and trusted solution. AI offers a tool for companies that must search for alternative methods and approaches to regain all stakeholder's confidences.

BENEFITS OF AI IN BUSINESS

Numerous examples exist of businesses and organizations that have benefited from an AI culture. Table 3 highlights various organizations that implemented AI with success using large scale initiatives (workshops, conferences, or summits). According to Cooperrider, Whitney, & Stavros (2008), "a cohesive group tends to be more creative, more insightful, and more enthusiastic than any one person alone" (p. 53). Cohesive and creative units offer the best opportunity for the development positive solutions in an intergenerational organization, as the organizations listed in Table 3 represent.

TABLE 3
EXAMPLES OF SUCCESSFUL AI IMPLEMENTATION

Organization	Change
BAE system	5-year strategic plan for armaments division.
Cleveland Clinic	Discovery of what made the clinic function successfully
NASA	Strategic planning and cultural change in OHR division
United Nations	Supported development of the Global Compact
US Navy	Building leadership at every level

Adapted from Drew & Wallis (2014) p.10

A powerful example of the benefits of AI within the airline industry is the story of British Airlines as related by Whitney & Trosten-Bloom (2010). After the devastating terrorist attack on 9-11, all airlines realized drastic decline in sales. British Airlines in North America noticed the change in declining travel significantly in 2002. The airline decided to return to its previous experience using an AI whole-system approach to assist in cutting costs and reduce pressure as demand continued to drop for airline travel. According to Whitney and Trosten-Bloom (2010), "their prior experience using Appreciative Inquiry led them to involve people in determining how best to reduce the workforce. People explored one another's career hopes and dreams, suggested options, and volunteered for sabbaticals, job sharing, and part-time positions" (p. 4). Individuals within the company felt as though each voice was heard, even during a challenging financial time for British Airlines.

Hunter Douglas Window Fashions Division also initiated the AI summit process in 2000. Through the AI process, Hunter Douglas created action groups that worked through the 4-D cycle. Nine months after the AI process, Hunter Douglas leadership discovered that production and productivity was significantly and positively impacted. Through the process, customer service and operations improvement increased more than 100% within the Window Fashions Division. Employee turnover also greatly decreased. In fact, turnover was lower than it had been in at least six years. Hunter Douglas leadership also noticed that the company saved $220,000 in new equipment due to process innovation from the Appreciative Inquiry action groups (Watkins and Mohr, 2001).

DTE Energy Services, an operator and builder of institutional energy projects, also enlisted AI to help envision a culture of choice. DTE leadership used AI to facilitate a team-building experience for its executive management team. The development of a culture of understanding of various personality traits and styles, increase effective and efficient communication, and simplify discussion of important company issues stood as the primary goals of the AI project (Watkins & Mohr, 2001). During the first phase of AI, key management and executive team members joined in the AI process. However, DTE's president soon realized that more was needed to enhance the culture of the company. According to Watkins & Mohr (2001), during Phase 2, "The primary objective of the Appreciative Inquiry process was to "create a culture of choice" – embedding AI in DTE Energy Services as an approach to create the desired culture, rather than just allowing the organization's culture to evolve on its own (p. 127)." Employees responded well to the Appreciative Inquiry process as they felt a valued and integral part of the investment for future growth at DTE Energy Services. DTE continues to move forward as a successful energy company and uses AI throughout the year to encourage a culture of choice for its employees (Watkins & Mohr, 2001).

LIMITATIONS OF APPRECIATIVE INQUIRY

The reader should note that limitations do exist with AI. AI is not a panacea. AI should not be the process or method of choice for extreme crises. According to Drew & Wallis (2014), "Appreciative Inquiry lacks the following: "1) users of Appreciative Inquiry need to understand and evaluate the importance of context, for example the difference between volunteer and corporate organizations, bureaucracies and less structured organizational forms, and the nature and interests of key stakeholders, 2) in the political context of a democracy, it is undesirable or even impossible to focus exclusively on the positive and avoid the negative, because of free speech issues, 3) Appreciative Inquiry could be used inappropriately in the public sector by untrained managers to legitimize governance decisions, and the process could be manipulated and subverted by the citizens themselves, and 4) in situations such as public sector government, not all stakeholders can be "brought into the room" or forced to participate in an Appreciative Inquiry Summit" (p. 19). Although AI may not offer organizations a solution for every issue it faces, AI does offer organizations opportunities to involve all of their employees an opportunity to participate in a creative and nurturing process in the pursuit of well-supported solutions to numerous issues facing these organizations. More organizations utilizing and experiencing the benefits of AI. And considering that one major issue facing almost every organization is the development of its next generation of leadership, despite any short-comings, AI offers an excellent tool to organizational leadership to overcome the cross-generational biases and issues confronting the success of any management development program.

CONCLUSION

AI stands as a very different approach to organizational development, as opposed to traditional problem-solving techniques, in that it values positive change within an organization. In particular, managers constantly look for techniques to assist when dealing with cross-generational issues in the workplace. Generation Y can benefit from constructive feedback, interaction, questioning, and mentoring through an AI program. AI evaluation, whether for a mentoring program for Generation Y employees or for any other issue facing an organization, should involve numerous stakeholders (i.e. management,

employees, etc.) in order for positive organizational change to occur. Although limitations to AI exist, organizational leaders should note that AI utilizes an efficient and resourceful focus on what an organization already does well and builds upon those successes, while ultimate providing the individual participants and the organization as a whole, with significant opportunities to move themselves in a positive and successful direction.

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