

# HOW TO WIN FRIENDS BY APPRECIATING PEOPLE

The Appreciative Inquiry Pocket Guide

Cees Hoogendijk

2023

# Contents

Appreciative Inquiry = Diversity + Inclusion in action.....	1
Appreciative Inquiry, what's in it for you?.....	8
The Core Principles Behind AI.....	10

## Inspiration

How To Win Friends .....	14
AI? Artificial Intelligence?.....	16
A Different Difference.....	18
Strength Based Approach.....	20
Two Paradigms.....	22
Houston We've Got a ... !.....	24
Taking the Risk.....	26
The 'Quotes'.....	28
Attention Enables Growth.....	30
Are You a Non-Dog?.....	32
It's Our Mind that Creates this World.....	34
Bell Gave us a Wake-up Call.....	36
Coherence of the Heart.....	38
Bowing for Questions.....	40
Live Your Questions.....	42
Focus Your Vision.....	44
Parrèsia.....	46
I am a Strange Loop.....	48
My Values, my Drivers, my Strengths.....	50
The Art of Living.....	54

A Practical Profound Mind.....	56
Mastering your Path Unwinding.....	58
Practice in Practice (count your blessings).....	60
How am I becoming?.....	62
Study More.....	64

## Conversation

Between the Noses.....	68
Undivided Wholeness.....	70
Presencing.....	72
The Generativity of Inquiry.....	74
I-A !.....	76
ta-di-da-da-du.....	78
In Dutch we call it un-must.....	80
Bavardage.....	82
A memorable AI interview.....	84
Give or Take: the Energy Question.....	86
How to do things with words?.....	88
'Standard' AI interviewing.....	90
Am I still sincere?.....	92
Vitarka Mudra.....	94
Inquiring into the Strength Within.....	96
Wablief?.....	98
What is this, a bottle?.....	100
Everything flows?.....	102
On Dialogue.....	104
Being Genarrative.....	106

The Art of Clean Language.....	108
AI interview scripts.....	110

## Facilitation

Serendipity in the Summit.....	118
Serendipity in the Summit (2).....	120
Flow.....	122
Disturbance in the Eco Cathedral.....	124
May I Compare Thee to a Mid-Summits Dream?.....	126
“Where are the keynote speakers?” , she asked.....	128
Chief Facilitating Officer.....	130
Appreciative Leadership.....	132
AI the Montessori Way.....	134
Happy to be Uncertain.....	136
To be Present.....	138
Building up Ground State.....	140
How many D’s?.....	142
Practicing What We Preach.....	144
How Affirmative can a Topic be?.....	146
How Performative an Affirmative Topic can be!.....	150
The Whole System in the Room.....	152
Music!.....	154
Arvo Pärt - Spiegel im Spiegel.....	156
Be Congruent.....	158
Longing for Change?.....	160
I have known you for quite some time.....	162
Oh so Precious.....	164

More D's to appreciate: Dip and Deep Dive.....	166
The Circle Way.....	168
A Circling Experience.....	170
Variations on a Summit.....	172
The Whole System?.....	182
A 75 minute AI scenario.....	186
An AI masterclass in 4 hours.....	188
A complete AI summit scenario.....	191

## Organization

Organizations are People.....	202
Organizational Acupuncture.....	204
Entering the Discourse.....	206
The Order of Discourse.....	208
A 6th Discipline?.....	211
Canto Ostinato.....	212
Learning as a Primary Process.....	214
Beyond Excellence.....	216
Social Enterprising is Priceless.....	218
Everyone is an Independent Professional.....	220
We are all on AI land.....	222
I and or I am.....	224
 Guiding Topics .....	 226
Track and Trace the AI Principles.....	229
Keyword Index.....	230
Appreciation.....	234

# Appreciative Inquiry

# INSPIRATION

A selection of 25 narratives to understand and develop the underlying ideas of our positive core, the essences of Appreciative Inquiry as a way of living, including questions and practices to make you feel comfortable with this potential expansion of your inner value system.

This book part subsequently includes the categories:

WarmUp  
Stretch  
Mirror  
Endure

**h-AI-ku**

*my positive core  
reflecting your potential  
is our Namasté*

## How To Win Friends ...

Appreciating Dale Carnegie

The courtesy of remembering names

Not so long ago, when I traveled by train, the guy next to me was reading a book that surprised me, when I saw the title: *How To Win Friends and Influence People*. This book was actually written in the 1930's and can be considered old stuff, especially for a seemingly 25 years young man. The fact that I recognized it was because the book crossed my path in 1995, when I was in my thirties. For a series of masterclasses for a big client, we had invited a variety of masters, and Terry Ostrowiak was one of them. Among other activities, he gave a lot of communication training following the heritage of Dale Carnegie. And there are some similarities with Appreciative Inquiry, although I hadn't discovered that yet. Dale Carnegie developed training in self-development, interpersonal skills and public speaking, which can be seen as revolutionary for that period. "*How to Win Friends*" has become an all-time bestseller. It seems to be even included in the top-5 reading list of famous people, and that's why this young fellow traveler of mine was reading Carnegie, so he told me.

Placed in the present, you might consider the book a bit sales oriented, which it surely is. Behind all the good relational tips resides a certain intention to do business. On the other hand, we all know by now that real effective sales is based on creating good relationships. And we can still learn from that.

It is said that Carnegie remembered the names of more than 5.000 people he had met. It was Terry Ostrowiak who taught me how to remember the names of, for example, a group of students that just entered the classroom. Whether it's a party or a training, the basic rule is to not constantly repeat your own name when shaking hands. "Hello, you are? I'm Mary. Hi Mary, I'm Cees." By this you are actually erasing the newly recorded information on your memory disk, by recording your own name over it.

# Appreciative Inquiry

# CONVERSATION

A toolkit of 22 pieces to enhance your view on conversations, how to prepare and structure your questions for mutual benefit, including practical scripts and extensive insights into what happens in the space between you and your conversation partner.

This book part subsequently includes the categories:

About  
Before  
During  
Reflect  
Scripts

**h-AI-ku**

*words create this world*  
*questions make us listening*  
*dialogue is all*



## Between the Noses

### Appreciative Inquiry in Flanders

Where the quality of communication is created

In my opinion, two important representatives of AI-sourcing in Europe are Griet Bouwen and René Bouwen. Within our AI learning journey, we are very proud that they have been available to inspire our students.

Griet is to be admired for ‘doing AI’ on a large scale in Belgian-Flemish society. She was co-founder of *Vuurwerkt.be*: an impressive emerging AI-network with the purpose of empowering people to re-enter the labor market. Afterwards she recalled her valuable experiences in her book *Leiden naar Talent en Bezieling* (‘Leading towards Talent and Inspiration’). Until today she is constantly active in AI-practices like generative journalism, as well as appreciative living.

René Bouwen is - besides being Griet’s uncle - emeritus professor at Leuven University, Faculty of Organizational Psychology. René Bouwen can be considered a true source of the emerging Appreciative Inquiry movement in Europe. The story goes that when René hosted a ‘positive psychology’ presentation by David Cooperrider in the early 90’s in Leuven, the audience of fellow professors in psychology responded with cynical laughter. Apparently, René survived (as did Cooperrider) and nowadays Leuven can be seen as the place to be for studying organizational development on a social constructionist basis.

When René is teaching, he invites his students to practice High Quality Communication. Within René’s perspective, the essential ingredient of Appreciative Inquiry is not merely the focus on the positive; it is about the Quality of the Relational Practice. It’s here that we can construct connections together, out of a future which is being produced - generative connections, as he calls it.

Furthermore, René tells us, knowledge is not a substance or something we have, but it is something we create in interaction all the

# Appreciative Inquiry FACILITATION

Exactly 31 (ge)narratives include the knowledge and skills about designing and chairing - or just positively influencing - larger or smaller AI and AI related processes or elements of it; this package goes with a lot of examples if not templates for crafting the meetings that suit you best.

This book part subsequently includes the categories:

Essential  
Posture  
Crafting  
Atmosphere  
Inclusion  
Expansion  
Variation

**h-AI-ku**

*creating the space  
diversity included  
ideas embraced*

## Serendipity in the Summit

Image of an AI summit

Interviews as a starting point

Imagine 120 people, seated around fifteen tables of eight people each, members of the Dutch national firefighters organization, all somehow connected to ‘transferring learning to working practice’. (The practical transfer is always important in learning, but it surely is for firemen.) Red tablecloths on the tables; lights dimmed; small (electric!) candles on the tables, besides various relics: firemen helmets, water hoses and specific rescue tools. Although it is clearly a meeting, the atmosphere is ‘practical’. Firemen are practical people. Considering having tens of thousands of colleagues, most participants are new to each other. (And if not, the table settings secures a maximum variety around every table.) I felt excited to be their facilitator for a full day’s AI summit.

It’s eleven o’clock. All participants just completed an appreciative inquiry interview in pairs, with the aim of ‘discovering’ strong experiences from the past, including examples of proper knowledge transfer from learning to practice. Once back in the plenary hall and on the point of sharing their stories in the table groups, I find myself walking across the tables and asking individuals about their AI interview experiences. Having a mobile microphone is key for this kind of inquiry. Some shared their excitement of hearing about good practices within other parts of the organization. Others showed to be feeling very appreciated by the other person, listening to their stories. Most of the audience were very pleased to experience a good, warm and constructive conversation which they longed for in the course of work...

Now, what are the odds of two particular people ending up at one out of fifteen tables? And what are the odds that out of eight people, two of them form a pair for an AI interview? Coincidence rules! One of the participants shared through my microphone that he was a study coach at one of the regional training institutes. He had been supporting a student-firefighter during his training and whilst becoming

# Appreciative Inquiry & ORGANIZATION

This part - inclusive, exclusive, concise and not conclusive- provides you with 12 generative perspectives to make you more aware of the organizations that surround you, in work and life.

**h-AI-ku**

*humanization  
a leader in every chair  
creating futures*

## Organizations are People

Message in a songline  
You can actually listen to it

Sometimes you wake up, and the first thing to do is grab a piece of paper and a pen and write down what has been bubbling... in my case it were the lyrics of a potential song about what organizations are about. This happened in 2014. Some years later, my musical cousin Roel Leget and his band Key to Blues turned it into a song and put it on their 2019 album *This Train Won't Stop*. To be found on Spotify.

### **Organizations are People**

Normally songs are about people  
This is a song about organizations  
But the thing is, how we see it:  
Organizations are People!

The shareholder's calling, you'd better pick up  
It is your last warning, the price must go up  
He wants a decision, without any doubt  
Six hundred to fire, and there's no way out

You must keep it simple, it's all about focus  
So you get it done soon, without hocus pocus  
And that's how you manage, with slight hesitation  
Just try to forget it, on your next long vacation

Hey big C.E.O.  
Come follow your heart  
(and) manage the whole  
instead of the parts

## How to ...

appreciate Dale Carnegie	14
associate AI with tragedy	96
be a CFO	130
be a master	58
be an appreciative leader	132
be an independent professional	220
be aware of (un)normal behavior	16
be in organization	224
be present	138
be the change	158
benefit from Loesje	162
bow for questions	40
build truth	165
build up ground state	140
change things by observing	136
check your connectivity	50
connect the I to the We	156
contribute to flow	122
create a safe space	92
create energy	86
create max-mix	152
deconstruct a situation	16
design a mini-summit	186
design an AI interview	110
develop a good self	56
develop courage to speak	46
differentiate between solutions and possibilities	22
distinguish participating and partaking	104
do a round of appreciation	168
do an interview about training needs	113

## How to ...

do online summits	182
enhance your practice	94
enter a discourse	206
envision like Walt Disney	216
facilitate an AI masterclass	188
facilitate great team meetings	173
facilitate the facilitator	134
feel organization	170
flip a conference	130
formulate an affirmative topic	146
get a leader in every chair	168
get an idea of what AI summits are about	120
get in touch with your positive core	38
give a compliment	102
handle the Dip	166
have a good conversation with a colleague	112
keep the conversation going	88
know what Bohm and Krishnamurti discussed	70
learn from computer networks	78
listen on four levels	72
listen to the Canto Ostinato	212
live your questions	42
make a good question	84
manage stereoscopic viewing	44
organize unexpected situations	124

## How to ...

perform a generative interview	115
picture an AI summit	118
play with available summit time	142
play with words	32
practice what you preach	62
prepare for dreaming	126
prove that learning is the #1 process	214
(re)connect with your beloved	111
reach your AI tipping point	60
reassure the banqueting manager	128
remember names	14
respond when emotions appear	92
respond when unprepared	98
see AI as a research method	74
speak profoundly	208
stay cool when the heat is up	24
structure an AI interview	90
un-must	80
understand identity	48
use bavardage	82
use Clean Language	108
use micro-practices	100
use music	154
watch your language	106
widen your perspective	64
write a full summit scenario	191



## Track and Trace the AI Principles

For deep understanding, use the index below to trace each separate AI principle across the narratives in the four book parts.

The Principles	Inspiration	Conversation	Facilitation	Organization
Relational	14, 48	68, 80, 90, 92, 110	118, 120, 128, 142, 152, 154, 164, 172, 178	206, 218, 222, 224
Constructionist	18, 20, 22, 24, 28, 32, 34, 44, 48, 50, 64	68, 80, 82, 90, 94, 104, 106	118, 120, 146, 150, 162, 170, 172, 176, 182, 186, 188, 191	206, 212, 214, 222
Simultaneity	20, 30, 36, 40, 42, 50, 62	70, 74, 84, 88, 90, 96, 98, 106	122, 128, 136, 138, 140, 146, 174, 180	206
Poetic	18, 22, 24, 28, 30, 42	82, 84, 86, 90, 94, 96, 100, 106, 108	136, 142, 154, 170, 172, 176, 178, 186, 188, 191	202, 220
Anticipatory	40, 42, 60	72, 106	126, 130, 132, 134, 138, 140, 144, 150, 158, 160, 180	208, 216
Positivity	16, 20, 26, 38	74, 86, 90, 98, 100	124, 150, 154, 168, 180	
Wholeness	36, 44, 48, 58	70, 72, 104	122, 126, 128, 144, 146, 152, 164, 166, 168, 174, 178, 182, 186, 188, 191	204, 212, 216, 222
Enactment	26, 34, 50, 54, 56, 60, 64	110	126, 130, 132, 134, 158, 166	214, 218, 220
Narrative	16, 32	78, 88, 96	118, 120, 122, 162, 168, 174, 176	202, 208
Free Choice	46, 56, 64	80, 92, 108	130, 152, 166, 170, 172, 182	218
Awareness	22, 24, 38, 46, 48, 50, 54, 56, 58, 62	70, 72, 76, 82, 84, 90, 92, 94, 102, 104	124, 132, 146, 156, 164, 166, 176	204, 212, 214, 216

## KEYWORDS

# Index

- Academy, in-house-,  
in-company- 212, 218
- Acupuncture, organizational 204
- Affirmative topic 62, 105, 120, 126,  
146, 150, 166, 172, 174, 178, 182
- AI interview 84, 87, 90, 92, 96, 110,  
118, 143, 148, 164, 175, 180
- AI masterclass 188
- Anticipatory 11
- Art of living 54
- Artificial intelligence 16
- Attention 15, 22, 30, 56, 73, 84, 154
- Austin, John L 88
- Aware(ness) 11, 18, 57, 103
- Baart, Andries 72, 139
- Bavardage 82
- Begin(ning) 80, 143, 144
- Bell, Alexander Graham 36
- Bohm, David 70, 104
- Bouwen, Griet 28, 68
- Bouwen, René 10, 68, 94, 144
- Brouwer, Rudy 220
- Buber, Martin 80
- Buddha 12, 94
- Buddhism / ist 56, 71
- Bushe, Gervase 26, 96
- Butterfly 18
- Canto Ostinato 212
- Carnegie, Dale 14
- CFO 130, 134, 172, 182
- Champlain College 20, 90
- Change 8, 23, 54, 62, 70, 82, 136,  
146, 158, 160, 172, 207, 216
- Circle 166, 168, 170, 222
- City Council 22, 134, 175, 180
- Clean Language 108
- Cleveland 20, 166
- Coherence 37, 38, 122, 138, 170, 203
- Communication 10, 68, 74, 79, 168,  
203
- Complexity 51, 122, 208, 216
- Compliment 102
- Conference 28, 128, 130, 153
- Congruent 158, 222
- Connective /-ity 38, 52, 170, 222
- Connective Leadership 52
- Constructionist 10, 18, 68, 80
- Conversation 9, 74, 79, 80, 82, 86, 88,  
92, 96, 101, 104, 106, 110, 112, 165,  
212
- Cooperrider, David 20, 68, 75, 96
- Courage 46, 55, 132
- CoVida 179
- Csikszentmihalyi, Mihaly 122
- Dalai Lama 26, 56, 64
- Dance 102, 105, 143, 144
- Date 105, 143, 167
- Deconstruct (ion) 18, 48
- Deep Dive 166
- Define 8, 143
- Deliver 8, 110, 142, 166, 214
- Dialogue 16, 70, 104, 123
- Difference 19

- Digital 183, 185  
 Dip 166  
 Discourse 19,46, 206, 208  
 Discover 8, 84, 86, 90, 110, 139, 142, 217  
 Disney, Walt 216  
 Dissonant 212  
 Diversity 1, 152  
 Dream (ing) 8, 18, 90, 110, 126, 142, 159, 216  
 Driver(s) 50
- Eco Cathedral 124  
 Economy 28, 32, 138  
 Egmond, Klaas van 222  
 Enactment 11  
 Energy 8, 136, 204  
 Energy question 86, 90, 110  
 Excellence 216  
 Existence 51, 70, 136
- Facilitator 126, 130, 134, 140, 172  
 Feynman, Richard 136  
 Flaming, Jan 156  
 Flow 37, 102, 104, 122, 127, 136  
 Focus 30, 44  
 Foucault, Michel 46, 208, 221  
 Frantzen, Joep 220  
 Future Forming 74, 107,
- Gaarder, Jostein 40  
 Gafni, Marc 183  
 Gandhi 158  
 Genarrator(s) 106, 217  
 Generativity 54, 74, 106, 217  
 Gergen, Ken 20, 80, 100, 102,  
 Graves, Clare 51  
 Growe, David 108
- Handshake 79, 80  
 Heartmath 38  
 Heijndijk, Marianne 121  
 Heisenberg, Werner 136, 207  
 Hofstädter, Douglas 48  
 Holt, Simeon ten 212  
 Hotel Kruger 54  
 Houston, we've got a 24  
 Humanization 16  
 Hynek, Allen 78
- Inclusion, inclusive 1, 122, 133, 138, 170, 173, 182, 211  
 Independent professional 220  
 Intervention 10, 21, 205, 206  
 Intimacy, digital- 183
- Jaworski, Joseph 216  
 Jones, Dewitt 45  
 Jong, Joep C. de 132, 140,
- Keynote 128  
 Krishnamurti, Jidda 70, 71
- Le Roy, Louis 125  
 Leadership 52, 132, 154, 175,  
 Learning organization 211, 214, 218  
 Leget, Roel 202  
 Listening 72, 168, 212, 216  
 Livingstone 206  
 Loesje 87, 153, 162
- Maas, Alexander 18, 48, 82,  
 Manager / management 24, 52, 150, 154, 158, 173, 174, 202  
 Marblehead Letter 138  
 Master(y) 56, 58, 62, 208, 211  
 McNamee, Sheila 69

## KEYWORDS

- Micro-practices 100, 106  
Mika 40  
Miller, Dominic 140  
Miracle 23, 123  
Montessori, Maria 134  
Music 154, 156, 202, 212
- Names, remembering 14  
Narrative 11, 123, 152  
Non-profit 32
- Online 172, 176, 179, 182, 184  
Opportunity 50  
Option for action 91, 120,  
Ostrowiak, Terry 14
- Pandemic Pandemia 179, 182  
Parresia 46, 159, 208, 221  
Pärt, Arvo 156  
Partaker 34, 224,  
Participant 34, 126, 128, 147, 150,  
170, 182, 224  
Performative /-ity 88, 115, 150  
Play / Word Play 32, 101, 106, 181,  
Poetic 10  
Positive 11, 26, 56, 68, 86, 96  
Positive Core 38, 46, 74  
Possibility /-ies 8, 22, 106, 110  
Prepare(d), un- 79, 98  
Presencing (Institute) 72, 138  
Principles 10, 56, 92  
Problem (solving) 21, 22, 25, 30, 71  
Provocative 26, 46  
Purpose (ful) 8, 33, 73, 86, 120, 160,  
168, 191,
- Quantum 36, 70, 136  
Question(s) on every page of the book
- Relation /-al, /-ship 1, 10, 14, 62, 68,  
71, 80, 94, 111, 133,  
Reusability 180  
Rilke, Rainer Maria 42  
Risk management 24  
Rorty, Richard 165
- Scharmer, Claus Otto 73, 138  
Schuddeboom, Niels 72  
Senge, Peter 211  
Sennett, Richard 60, 63  
Sensi summit 176  
Serendipity 115, 118, 120  
Simultaneity 10  
Social enterprise 60, 160, 218  
Social profit 33  
Space, creating-, safe- 92, 116, 153,  
170, 181,  
Speech-Act 88  
Spiral Dynamics 50  
Srivastva, Suresh 20  
Stern, Isaac 60  
Strength /-s /-en 1, 20, 26, 50, 90, 96,  
110  
Summit, AI- 118, 120, 126, 172, 191  
Suspending 104, 139
- Tipping point 60  
Trosten-Bloom, Amanda 133  
Trust 78, 83, 172, 222  
Truth 46, 66, 164, 165,  
Tze, Lao 58
- Uncertain(ly) 8, 136, 207
- Value system(s) 50  
Vansichen, Arno 99, 126  
Veenhoven, Gert 176

- Vertical dialogue 16  
Virtual 183, 184, 218  
Vision 44, 211  
Vitarka Mudra 94  
Voice(s) 128, 208, 212
- Wablief 98  
Whitney, Diana 107, 133
- Whole system 120, 139, 147, 152, 170,  
182, 200  
Wholeness 1, 11, 70, 127, 182,  
With-ness 35  
Wittgenstein. Ludwig 80
- Zandee, Daniëlle 100