Appendix A

Avon Mexico

Purpose: Avon Mexico had more than 3,000 employees supporting a 250,000-member sales force when their CEO decided it was time to initiate an AI Summit into cross-gender relationships and ensure the organization was living its corporate vision to serve the "wants, needs and aspirations of women around the world."

Format: Over four days, twenty people from across the company gathered to be led through an AI Summit 4-D process by an external facilitator that was focused on the topic: "The nature of exceptional inter-gender working relationships."

Outcomes: From the first interviews the culture began to reshape itself. By the end of the Summit process other changes included: the invitation of the two most senior women in the company to attend all officer meetings; in less than a year, the first woman officer was appointed; new programs and initiatives that included basing salaries on ability and job performance equally for men and women; developing gender awareness training; and requiring all Avon Mexico task forces and managing teams to have male and female membership. As a result, Avon Mexico received the 1997 Catalyst Award.

For More: appreciativeinquiry.champlain.edu/ai-stories/the-case-story-of-avon-mexico/

City of Cleveland

Purpose: While over 973 mayors have signed up to the U.S. Mayors Climate Protection Agreement, most initiatives to date are either within a specific sector or a small area of a city resulting in the absence of systemic approaches to change. Cleveland's Mayor Jackson — who had heard about the power of systemic collaboration – decided to take a different approach and drew together business leaders, grass-roots networks, universities, the faith community, public schools, sustainability leaders and the design field to learn how to create the country's first local sustainable economy.

Format: An unprecedented three-day AI Summit was held on the topic "Creating an Economic Engine to Empower a Green City on a Blue Lake." Attended by over 700 business leaders, civic entrepreneurs and community members of all ages, the AI Summit engaged twenty-five design studio teams to prototype actions that included: working on radical energy efficiency, transforming abandoned land into urban farms, and sustainable mobility systems.

Outcomes: At the end of the first AI Summit, Mayor Jackson announced the city's dedication to a "decade of determination" and his commitment to run an AI Summit every year for the next ten years. As the AI Summits have continued Cleveland continues to create incredible outcomes toward its shared vision – among them a $40 million grant to become the first freshwater offshore wind energy experiment in the world.

For more: www.sustainablecleveland.org/annual-summits

Clarke

Purpose: Transform a mosquito control products and services company, established in 1946, into a sustainability-focused environmental products and services company.

Format: Customers, suppliers, key external stakeholders and sustainability

thought leaders from other countries joined the 130 Clarke employees gathered for a three-day AI Summit on the topic: "Accelerating a Sustainable Clarke: Radical Innovation to Secure a Shared Global Future." A second AI Summit followed four years later to build on this work with the topic: "Clarke. Bigger, Braver, Bolder: Igniting our passion and imagination to realize a prosperous and flourishing world."

Outcomes: With renewed vision and purpose after the Summit, Clarke pursued transformational energy initiatives, established a zero waste program, elevated their wellness efforts to extraordinary health and happiness, imagined and then created a new corporate campus of innovation, and pushed themselves to become a bold catalyst for change in their industry and within their communities. As a result, Clarke has an ongoing commitment to run an AI Summit every four years.

For More: www.clarke.com/appreciative-inquiry

Core Change Cincinnati

Purpose: To openly discuss and move to solve some of Cincinnati neighborhoods' greatest dilemmas, including crime rates, urban poverty and unemployment.

Format: More than 500 people including residents, community leaders, reformed convicts and business executives gathered for a three-day AI Summit to "Unleash the possibilities of the urban core."

Outcomes: As an outgrowth of the Summit, twenty working groups were formed to tackle long-standing challenges — employment for those with limited skills, transportation in and out of the urban core, general health knowledge and more. Unfortunately, progress on these initiatives has remained challenging.

For More: http://www.corechangecincinnati.org

Fairmount Santrol

Purpose: To expand the care and concern the mining organization has always exhibited for its employees, to include the environment and the community by establishing a sustainability focus.

Format: Three hundred people came together for three full days, and one goal was to come away with actual prototypes of new products and "green design" business opportunities that would allow the organization to take account of the "entire life cycle from the sourcing of raw materials and energy from the earth to the reuse, remanufacture, or return of materials to the earth."

Outcomes: Two years later they were recognized as the top corporate citizen in the U.S., they also doubled their earnings, with 40 percent per year earnings growth in each of the years following the Summit. Today Fairmount brings the whole system together every three years for advancing new sustainability visions and strategies for their high growth enterprise.

For More: http://www.lead2flourish.com/fairmount-minerals

Fathom

Purpose: A leading digital marketing and analytics firm based in Cleveland, Fathom had been growing by 25 percent year per year for the past eight years when they decided they needed to establish a collective vision for their next phase of growth.

Format: Focused on "Unleashing Our Heroic Spirit," the AI Summit brought together 150 employees with clients, strategic partners and community leaders to design a shared future based on their strengths.

Outcomes: Having previously operated as five different businesses, Fathom came out of the event with one shared aspiration that would require them to start working together as one company. Supported by their existing

discipline of 30-day check-ins, following the Summit the company has reorganized its structure, become clearer on their ideal clients and seen a more inclusive and helping culture across the previously separate business units as the company continues to grow.

For More: http://www.fathomdelivers.com/blog

Healthy Kids, Healthy Schools

Purpose: Reframe the issue of fighting obesity and supercharge efforts to enhance wellness within the Houston Independent School District (HISD).

Format: Focused on finding ways to build "Healthy Kids, Healthy Schools," business leaders, dairy farmers, teachers, parents and kids came together for two days to chart a new course leading toward a healthier generation of Houstonians.

Outcomes: Quick wins and working documents for other schools to use were shared with everybody through the website to keep people connected, over time, however, the lack of support for self-organizing teams has relied on more individual efforts in each school than a collaborative systemic response.

For More: http://www.taosinstitute.net/healthy-kids-healthy-schools

Hunter Douglas

Purpose: A leading manufacturer and marketer of custom window coverings in North America, whose products are found in millions of homes and commercial buildings around the globe, their first AI Summit had three goals: foster cooperation, trust, and mutual support across silos and hierarchical boundaries; build current and future leadership; and enhance creativity and commitment.

Format: Branded "Focus 2000" with the tagline "All Voices . . . All Opinions . . . All Ideas," one hundred people representing all positions, functions, and levels in the organization, as well as key external stakeholders - customers, suppliers, and community members - gathered for three days. During this Summit, a series of design statements were conceived, addressing issues of leadership, vision, employee development and quality. These set the course for the planning and operational improvement activities that were to follow.

Outcomes: This AI Summit launched fourteen cross-functional Innovation Teams, which later involved the broader workforce. These teams worked for between three months and two years making significant contributions to the organization in the areas of: leadership and employee training, education and development, strategic planning, and employee engagement. The early results from these first efforts were compelling enough that over the next five years Hunter Douglas held annual AI Summits and from 1998 to 2003: sales increased 30.1 percent; profitability increased 37.1 percent; employee turnover was reduced by 52.2 percent; returned goods were reduced by 55 percent; and on-time delivery of fabric and shades reached 97 and 95 percent respectively.

For More: positivechange.hk/2015/10/01/hunter-douglas-appreciative-inquiry-case-study/

GTE/Verizon

Purpose: To establish partnership at all levels of the company, and a focus on initiatives that benefit employees, customers, the unions, and the company.

Format: A two-day Partnership AI Summit involving 250 people (including the union's training and development staff, the company's labor-relations staff, public affairs staff and organization effectiveness staff and the Federal Mediation Consultants) to chart a new partnership with GTE.

Outcomes: The local support for the union-management partnership was contagious. Local Partnership Councils formed to provide direction and to ensure that, whenever possible, local decisions are made in partnership. Efforts already underway became showcases for how to address essential business issues, such as overtime, the company's use of contractors, and workforce retention in call centers, through real partnership.

For More: Appreciative Inquiry and Organizational Transformation: Reports From The Field – Chapter 8.

John Deere

Purpose: Achieve higher performance through flexible, self-directed teams across their organization.

Format: John Deere Harvester Works engaged 200 employees and stakeholders across their system in a five-day AI Summit. Finally managing to break through years of apathy and distrust, by the end of the week, the group had launched ten cross-functional strategic initiatives to decrease costs, increase quality, improve product cycle time, and enhance working relationships.

Outcomes: As a result, the plant experienced many successes, including a significant reduction in product cycle time which delivered immediate savings of more than $3 million and projected earnings and millions more in new market share. But perhaps the most significant results were the transformed relationships, particularly between labor and management with many participants sharing that this was the first time that they had the opportunity to sit down as equals with management to plan for the future and to appreciate the gifts, strengths, and humanity of their colleagues.

For More: https://appreciativeinquiry.champlain.edu/educational-material/an-appreciative-inquiry-summit-ai-summit-at-john-deere/

Loreto Mandeville Hall Toorak

Purpose: Establish a positive education strategy across all levels of an Australian Catholic girls' school to improve the wellbeing of students from Preparatory to Year 12, teachers, staff and parents.

Format: With limited previous exposure or experience to the emerging science and practices of positive education a half-day training was completed for 200 staff as they concluded the year. Then on the first day back at school a one-day AI Summit was held for teachers, non-teaching staff, parents, and school council members on the top: "Creating a flourishing school community."

Outcomes: Within twelve months positive education theories and practices were taught explicitly as a subject on a weekly basis from Preparatory to Year 10. Students had seized opportunities at a whole school level to practice their growth mindsets on "Have A Go Day," perform random acts of kindness, say "hello" to people they don't know, write letters of gratitude (to each other and even their parents!), and spot the strengths in their teachers and fellow students. In addition, a Positive Education in-house boarding experience was created for Year 9 students. Staff members continued to participate in positive education professional development sessions, shared their best practices at an internal positive education expo and created their own "wellbeing warriors" initiative to improve their physical wellbeing. Parents turned out in record numbers for a positive parenting evening presentation and many attended a strength-based parenting coaching series.

For More: Future Directions In Wellbeing – Chapter 14.

National Grid

Purpose: How does the number one energy efficiency state in the U.S. do its state-wide energy planning with a focus on capturing radical energy efficiencies and "paying it forward" to build a future of renewable and advanced energy?

Format: National Grid and other utilities co-convened an unprecedented macro collaboration entitled "Massachusetts: Leading the Nation in the Energy Savings Revolution—Building a Better Tomorrow through Energy Efficiency Today" that brought together 300 energy institutions, leaders from business, government and civil society for a three-day AI Summit.

Outcomes: Since the Summit was held, the collaboration unveiled a new three-year plan to deliver energy efficiency services that will result in nearly US$9 billion in benefits to residents and businesses across the Commonwealth of Massachusetts. The whole system collaboration has been recognized as a major innovation—receiving the prestigious award of ASEP in 2013.

For More: www.emeraldinsight.com/doi/abs/10.1108/S1475-9152(2013)0000004010

Neighborhood Centers Inc.

Purpose: Established in 1907 to help marginalized populations to participate more meaningfully in society in ways that nurture self-sufficiency over dependency, Neighborhood Centers is a non-profit human services agency that serves the greater Houston, Texas area. Considered a "poverty agency" in the 1960s and 70s, not just because of the population it served, but because of how it operated, the Center wanted to link neighbor to neighbor and asset to asset by asking, listening and empowering residents.

Format: The Voices to Vision Summit was held with more than 400 staff, residents, educators, business owners, donors, volunteers, students, and elected officials gathering for a three-day collaborative learning and strategic planning journey. By the end of the second day, one donor stood up and pledged $100,000 on the spot to further the organization's work.

Outcomes: The organization went on to raise $25 million to build the Baker-Ripley Neighborhood Center, a five-building, four-acre complex designed by community members for community members, with services ranging

from tax preparation to low-cost banking, a clinic, and charter school. Since the Center opened, crime has decreased 11 percent in Gulfton. Perhaps most noteworthy of the many innovations spawned and honors received was the agency's own transformation from the outside-in, from a facilitator of strength-based service delivery for others to an owner of strength-based, possibility-seeking human capital development for itself.

For More: www.youtube.com/watch?v=KSW2MVvIZzs

Nutrimental Foods

Purpose: Nutrimental Foods is a manufacturer of healthy food products, located in Curitiba, State of Parana, in Brazil. A privately held Brazilian corporation who was heavily dependent on government programs, the organization decided it needed to go through a complete transformation and diversify their products and customers.

Format: The company closed down the plant for a full day to bring all 700 employees together to discover the factors and forces that have given life to their system when it had been the most effective, most alive, and most successful as a producer of high-quality health foods. Then with cheers and good wishes, a smaller group of 150 stakeholders — employees from all levels, suppliers, distributors, community leaders, financiers, and customers — went into a four-day strategy session to articulate a new and bold corporate dream. With the stories from the day before in mind, people were asked to dream: "What is the world calling us to become?" Following appreciative analysis, planning, and articulation of three new strategic business directions, the organization launched into its future with focus, solidarity and confidence.

Outcomes: A year after the Summit the company reported a record 300 percent increase in earnings, a 75 percent decrease in absenteeism, and was later recognized as one of the top 100 best places to work in Brazil. Since then, Nutrimental Foods has used appreciative inquiry annually as the

process to organize and facilitate whole-system strategic planning, as well as for the founding of an innovative leadership institute to develop appreciative leadership capacity throughout Brazil.

For more: Appreciative Inquiry: A Positive Revolution In Change

Roadway Express

Purpose: In an industry renowned for its razor-thin profit margins, Roadway Express — one of America's leading transporters of industrial, commercial, and retail goods – needed new ways to drive out costs and more rapidly increase business by creating an organization with leadership at every level.

Format: From 2000-2004, Roadway Express implemented more than forty AI Summits for its 28,000 employees. Everyone from dock workers, truck drivers, stackers, and all levels of professionals joined with the senior management team at facilities across the network to conduct annual strategic planning, learn everything about the economics and financials of the business, and create new levels of partnership between the unions and the company as a whole.

Outcomes: As union and non-union workers began to work together toward critical and common goals, the organization experienced a 25.7 percent increase in revenues, significant improvements in operating ratios and employee-driven improvements that translated into an additional $17 million in revenue and $7 million in annual profit, causing shares to rise from $14 to $40 in just two years, before a 2003 merger with Yellow Roadway Corporation.

For More: www.fastcompany.com/43166/leaders-long-haul

Schuberg Philis

Purpose: Schuberg Philis, a leading Dutch IT solutions developer, was already doing well, but the organization wanted to discover what was really possible for an organization when it goes beyond satisfied customers, happy colleagues and good citizenship.

Format: More than 200 employees, customers, partners and other stakeholders came together in a passenger terminal in Amsterdam to explore the topic "Beyond Cupfighting."

Outcomes: The answer they discovered together: "A company based on love." This became their company slogan. Despite sixteen projects emerging from the Summit such as prioritizing open source solutions, automating everything they do, and embracing agile methods of development, the company's leaders note that the main success lay in their 117 employees coming away with the same energy and a level of affection for each other and more meaningful work that has been able to fuel their company to be stronger than ever before.

For More: http://www.lead2flourish.com/schuberg-philis

Steel USA

Purpose: Steel USA employed approximately 1,600 unionized workers and the mill was one of the most productive in tonnage per man hour, but its safety performance record was quite poor.

Format: Around 180 participants representing all functions, shifts, ranges of employment tenure and levels of responsibility at Steel USA, along with external stakeholders (customers, suppliers, community leaders and global parent leadership) came together for a one-day AI Summit titled: "Embracing Our Future." Of the dozen new change initiatives that emerged, one in particular focused on safety and how to make Steel USA injury free by ensuring all employees understand that safety is our number one priority.

After the Summit, this change team gained approval to conduct a similar AI Summit in 2007, and to prepare for the second AI Summit 1,400 (out of 1,600 total employees) participated in a one-on-one appreciative interview.

Outcomes: Several months after the second AI Summit the trends on accidents reported to OSHA were reviewed. Year-to-year comparisons revealed a strong and dramatic improvement with the number of accidents an average of 46 percent lower year on year. In fact, the average number of accidents recorded each month dropped sharply by 58 percent between December 2006 and January 2007 (when the interviews were conducted) and the new, lower averages were then maintained. Follow-up inquiries at Steel USA revealed a major shift in cultural norms around safety that has been sustained since 2007 with Steel USA having risen from the lowest quartile in the parent system's North American sites to the highest in safety performance, while maintaining their top productivity ranking.

For More: "Improving safety in a steel mill: Words create worlds!" by Ronald Fry in the AI Practitioner, May 2012.

Universidad TecMilenio, Mexico

Purpose: Universidad TecMilenio, a private not-for-profit institution serving 52,000 students at twenty-nine campuses across Mexico (high school, college and masters programs), had set themselves the goal of being a positive university that creates a learning community that cultivates the best of each person to allow them to flourish. Three years on they faced the challenge of consolidating the university's culture to consistently deliver on this promise.

Format: Their AI Summit that brought together 400 students, professors, staff, service providers and feeder schools to create an appreciative culture across the institution.

Outcomes: The simple act of listening to all the voices across their system immediately created change for TecMilenio and began moving the

organization toward a more appreciative culture. From the Summit twelve projects emerged of which two to three will be prioritized each year for the foreseeable future using the university's well-established strategic planning processes.

For More: http://www.ipositive-education.net/ipens-state-of-positive-education-report/

The U.S. Dairy Industry Sustainable Innovation Summit

Purpose: The board of directors for Dairy Management Inc. wanted to build consensus for a "constitution for sustainable dairy" and to find ways to spark sustainability innovations that would strengthen farm businesses, reduce GHG emissions for fluid milk by 25 percent, and increase business value.

Format: More than 250 stakeholders from farms, academia, governmental and nongovernmental organizations, and food retailers for a three-day AI Summit.

Outcomes: Never in the history of the U.S. dairy industry had such a conversation been held. Consensus was created for action around projects that would increase farm business value on the order of US$238 million by 2009. At the climate summit in Copenhagen, USDA Secretary Vilsack held out the industry's work as a template for innovation in agriculture, and signed a memorandum of understanding with the Innovation Center for U.S. Dairy to work together, promising to provide government funding to support capital investment and research for GHG-related innovation. In April 2013, representatives from the effort met at the White House in recognition of their achievements.

For More: issuu.com/aipractitioner/docs/aip-may-2012

The United Nations Global Compact

Purpose: To unite the strengths of markets with the power of universal ideals, and reconcile the creative forces of private entrepreneurship with the needs of the disadvantaged and the requirements of future generations to fulfill the Millennium Development Goals.

Format: When Secretary-General Kofi Annan convened the Global Compact Leaders Summit at the United Nations Headquarters in New York, nearly 500 leaders, including chief executive officers, government officials and the heads of various labor groups, civil society organizations and UN agencies, came together for a one-day AI Summit on the topic: "Responsible Global Citizenship" to produce strategic designs and action imperatives to grow, become mainstream and scale up the initiative.

Outcomes: Within three years — by the next summit in Geneva, Switzerland — the Global Compact had grown from 1,500 firms to over 8,000 of the world's largest corporations; measures showed a 433 percent growth rate, averaging 144.4 percent per year.

For More: appreciativeinquiry.champlain.edu/educational-material/united-nations-global-compact-leaders-summit/

The United Religions Initiative

Purpose: Establish a "UN among religions" — a place of dialogue to unite the strengths of people of all faiths that could lift up a self-organizing system to promote enduring, daily interfaith cooperation to end religiously motivated violence and to create cultures of peace, justice and healing for the Earth and all living beings.

Format: Over five years, five global Appreciative Inquiry Summits with approximately 700 business leaders, people of faith and government leaders were held at Stanford University to write the charter and design the organization, based on nature's design principles. On 24 June 2000 the charter was signed at Carnegie Hall.

Outcomes: Today there are over 907 collaboration centers in 104 countries around the world and it is estimated more than seven million people have been involved in fourteen action areas that include education, human rights, health and social services, peace building and conflict transformation, and poverty alleviation/economic development.

For More: uri.org/

U.S. Navy

Purpose: To create enlightened leadership at every level of the U.S. Navy.

Format: The U.S. Navy assembled over 250 people ranging from seamen to admiral that represented all the backgrounds of Navy employees for an AI Summit on "Bold and Enlightened Naval Leadership."

Outcomes: During the Summit thirty projects were created to support this vision, including the establishment of a Center for Positive Change at the Naval Postgraduate School to continue nurturing the projects initiated and to build momentum throughout the Navy for this new way of working. In its first six months of operation, the Center provided internal consulting to a variety of sites, facilitated three additional Summits, coordinated development of an internal website through which people could exchange stories of exceptional leadership and best practices, and trained several dozen officers in the appreciative inquiry approach to change.

For More: http://www.youtube.com/watch?v=uPK8psqzHyg

World Vision

Purpose: To create "Big Goals" that would guide World Vision for the next ten years.

Format: World Vision had the capacity to fund a 150-person AI Summit in Bangkok, but they wanted to design a process that would allow all 20,000 of their employees around the world to participate in the process. To facilitate

this, an online community portal was created to support a variety of pre-Summits, including areas for sharing replies to discovery questions regarding "What gives life to World Vision when it is at its best." Then when the Summit began in Bangkok, face-to-face participation with the 150 participants "in the room" (who included not only employees but also donors, partners, and even children who represent the recipients of World Vision's work) was interspersed with input from the rest of the organization who were participating virtually. This was done through a coordinated effort of summary reports and presentations to help make the work happening in Bangkok accessible to the entire organization and vice versa. Specifically, at the conclusion of each day of the Summit, the conversations, outputs, and questions generated were summarized and shared online and coupled with an invitation for virtual participants to weigh in, add their opinions, and even vote on priority areas that emerged just as if they were in the room themselves. Overnight, the virtual input that came in from around the globe was synthesized and shared back into the room in Bangkok each day to establish a spirit of collaborative participation far beyond the meeting room walls in Bangkok.

Outcomes: By the conclusion of the four-day AI Summit, there had been more than one hundred regional groups from fifty-two countries who had logged in to view the daily summaries and more than 4,500 additional individuals who had individually participated online in addition to the 150 people in the room. The impact of this process on the organization was tremendous, and World Vision has pointed to their Big Goals Summit as an important success factor in helping them increase their ability to fulfil their mission to help children around the world.

For More: appreciativeinquiry.champlain.edu/educational-material/the-story-of-world-vision-bringing-all-stakeholders-together-through-ai/