**Paired Appreciative Interviews**

**1. What Draws You to This Program at This Time?**

When you think of the description of AI from our reading—  
*"Appreciative inquiry is inquiry that focuses on the generative and life-giving forces in a system (or person) that are the things we want to increase"—*  
what most attracts you to this kind of work? Can you share your hope for this program, and why is it important to you?

I do find it useful, I find the highest for me intel is empty. Generative and lifegiving forces is interesting to me. Different ways to put the same think like different energies.

**2. Exploring Moments of Leading Positive Change: A “High Point” Story**

You, as well as everyone in our cohort, have been part of many change initiatives—in organizations, in communities, etc. Certainly, there have been ups and downs, peaks and valleys, high points and low points. As you do a quick scan of the many change initiatives, moments of leadership where you joined with others to create positive change, can you reflect on one moment or initiative that stands out as something of a high point?

Can you share a story about a time you felt engaged in something meaningful, a time you felt effective, alive, and found yourself learning new things about change?

* What happened?
* When and where did it take place?
* How did the experience feel?
* What insights did you gain?

Worked at a company like Boeing. Fixed wing drums that can stay up in the air. Tried to get into firefighting. When I was on the team I was trying to get into firefighting. Did a demo, used IR to cut through smoke. get the Fireline. Proof of concept. Week or so later, in Oregon a kid had been through smoke bombs that started a giant fire. Near his house. We came up with a proposal with the forestry department. Before you had to send someone out with GPS to get the Fireline. Real time vs long latency. Required everyone to be a leader. It was meaningful and thinks it could happen to his family. So, it was important to me. Was able to get people hardened into their position change their entire plan. Changed the data from 24 hours to instant. Led to contracts. Saved lives.

Constant changes to operate the drones and ensure the software was working.

Customer focused is what people see in Jeremy. Builds trust with the customer, and has concern for them and the product they receive. Huge fan of agile, bottom-up leadership style. Encourages people to take ownership of their project. And to know why the are doing what they are doing. I like to bring in the big picture, take a step back and let them know what we are doing, whether that is high pressure and what is acceptable. Follow through on failures that he finds.

**2B. Your Strengths in Leading Change**

If we now had a conversation with people who know you best and asked them to share:

* What are the three best qualities they see in you?
* What capabilities do you bring to the leadership of change?

**3. Exploring What Gives Life to Your Organization**

**When you look at your organization (or a system you are currently working with), when is it that people feel most passionate, alive, and committed? Can you share an example?**

I have only been in my current role for 8 months. Thrown into a release, that he was expected to lead, that he didn’t know much about. I have learned an insane amount about the system. There are a lot of people who don’t engage. The atmosphere needs to be cut through. On the current one, we are building our current release, when I point out with the customer, they are worried about dates. Stop worry about that and know they need this thing. Worry about the end result not the delivery dates. That is when people become committed. The focus on the engineering level, to know that what you are doing helps an individual person.

**Assuming your organization will change in the future, what are the three best qualities—distinctive capacities, signature strengths, or assets—that you would want to keep or build upon? What is an example of those strengths in action?**

Customer focus, would like to amplify customer focus. Don’t want to see people working on a project that doesn’t understand who it will affect. There is an atmosphere of wanting to learn. There is an issue with if it isn’t broke don’t fix it. The want to deal with the negative attitude that individuals are working on this problem. “That is always the way we have done it” is being phased out. Being open minded to the diversity of thought is needed to get out of the trouble we get in.

**4. Our Images of the Future**

Let’s assume that tonight you fall asleep and do not wake up for ten years. While asleep, many changes and miracles happened, and your organization became the kind of organization you would most like to see.

* **What do you see happening inside and outside the organization (including its relationship to society and contributions to building a better world) that is new, positive, and different?** How do you know, what is the metric for this. Boeing as whole, I would like to see the bad attitude “if it ain’t broke”. More concerned about customer need. Bureaucracy is an issue. Takes to long to go from an idea to an end product. I would love to see the process and company to be streamlined down. I see more of the right people moved into good positions. They will take ownership of people. HR is forward, He go required into this job. She knew he would do amazing things. You should know people that do-good work and bring them in. HR practices can cause people to not be hired.
* **How do you know these changes have happened?** Lead by example, important to get people to push the group forward. If I am hiring I am not going to wait for people to apply but push to get people he knows to apply.
* **What role have you played in helping the organization reach this ideal future? What personal strengths have you leveraged to help create this new future?** He
* Who have you collaborated with? How are you helping others bring out their best selves?
* What is one small action you can take tomorrow to help your organization begin moving toward your vision?

**7. Encouraging a Culture of Collaboration**

Think of a time when you worked with a team where everyone was deeply engaged and committed to a shared goal.

* What was it about that experience that made collaboration so successful?
* What conditions or leadership behaviors helped create that environment?
* How can you foster those conditions in your current or future work?

**8. Learning from Challenges and Setbacks**

While Appreciative Inquiry focuses on strengths, growth often comes from overcoming challenges.

* Can you share a time when you or your organization faced a significant obstacle?
* How did you and others navigate that challenge?
* What strengths emerged from the experience that can now be leveraged for future success?

**9. The Role of Dialogue in Change**

Appreciative Inquiry emphasizes the power of dialogue in transformation.

* Can you think of a time when a meaningful conversation or inquiry led to a breakthrough in your work or organization?
* What made that dialogue so powerful?
* How can you create more opportunities for generative conversations in your leadership?

**9. Inspiring and Sustaining Positive Change**

Change often starts with inspiration but must be sustained over time.

* What motivates and inspires you to drive positive change?
* How do you maintain momentum in long-term change efforts?
* What advice would you give to someone who wants to make a lasting impact in their organization?

**10. Empowering Others in Change**

Great leaders not only drive change but also empower others to take initiative.

* Can you share a time when you helped someone else step into their potential or leadership role?
* What did you do to support and encourage them?
* What was the impact of this empowerment on both the individual and the larger system?
* How can you continue to foster leadership and growth in others moving forward?

Leadership is quality.

I have visions around what I want to see, and ways to apply that to my current situation.