

# Appreciative Administration

---

Jennifer L. Bloom, Ed.D.  
jennybloom14@gmail.com  
217-766-4212 (cell)



# Acknowledgements

I would like to thank my supervisor, Professor  
uous encouragement and support from the  
being a very busy man



**App-pre'ci-ate, v.,**

1. valuing; the act of recognizing the best in people and the world around us; affirming past and present strengths, successes and potential; to perceive things that give life (health, vitality, excellence) to living systems

2. to increase the value

Synonyms: valuing, prizing, esteeming and honoring

**In-quire' (kwir), v.,**

1. the act of exploration and discovery.

2. To ask questions; to be open to seeing new potentials and possibilities.

Synonyms: discovery, search, and systematic exploration, study



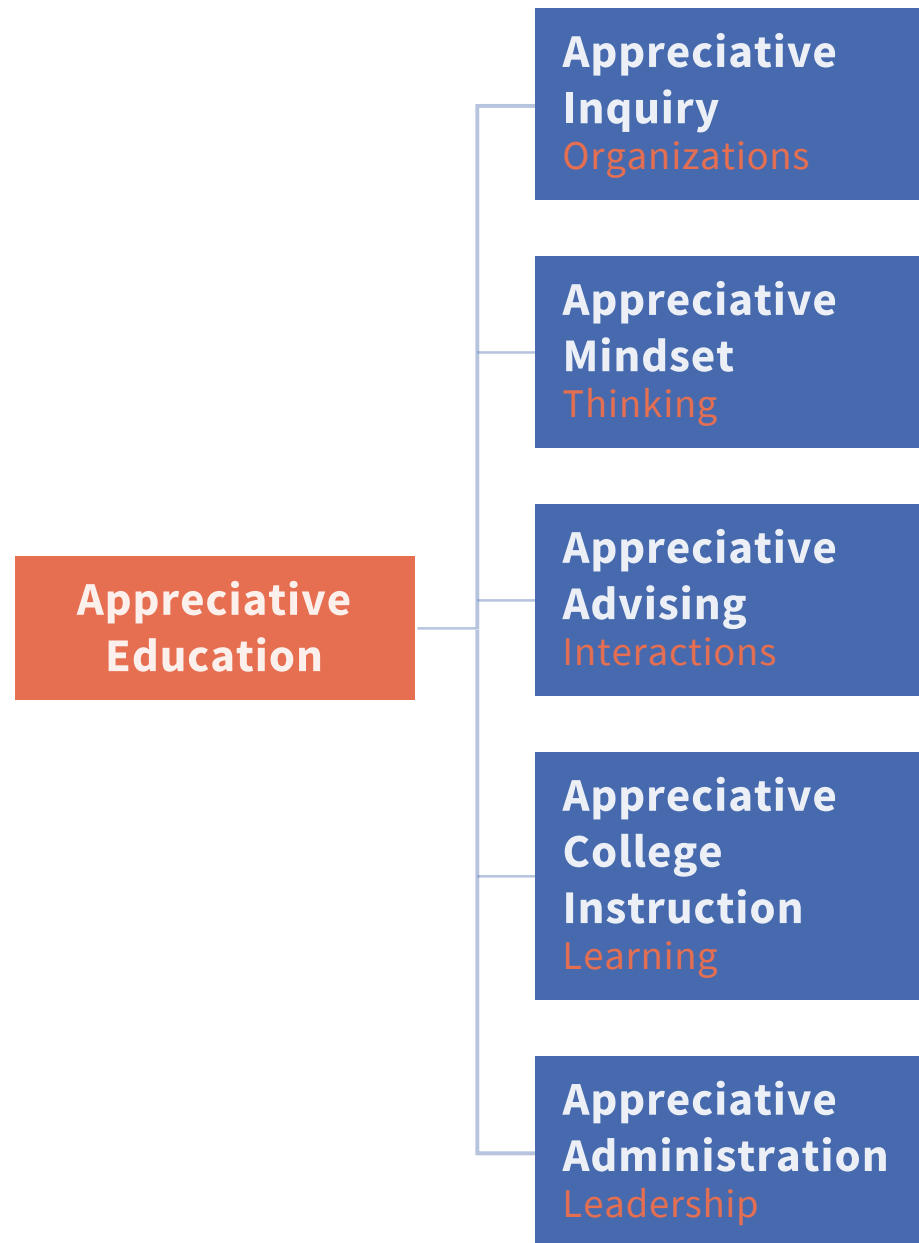
**“Appreciative Inquiry (AI) is the cooperative search for the best in people, their organizations, and the world around them...AI involves the art and practice of asking questions that strengthen a system’s capacity to heighten positive potential” – Cooperrider & Whitney (2000)**

## What is Appreciative Education?

“The combination of Appreciative Inquiry, the Appreciative Mindset, Appreciative Advising, Appreciative College Instruction, and Appreciative Administration to deliver “high-quality education on both an individual and organizational level. It provides an intentional and positive approach for bettering educational enterprises by focusing on the strengths and potential of individuals and organizations”

(Bloom et al., 2013b, p. 6).

# APPRECIATIVE EDUCATION COMPONENTS



# Operating System Metaphor

“The operating system helps in improving the computer software as well as hardware. **Without OS, it became very difficult for any application to be user-friendly. Operating System provides a user with an interface that makes any application attractive and user-friendly.**”



**Lindsey N. Godwin**

Lindsey N. Godwin, Ph.D., is the Robert P. Stiller Professor of Management at Champlain College, where she serves as the Academic Director for the David L. Cooperrider Center for Appreciative Inquiry. As a practitioner-scholar active in the global AI community, she has helped organize and facilitate AI processes around the globe.

Contact: [godwin@champlain.edu](mailto:godwin@champlain.edu)



## Feature Choice

## Appreciative Inquiry: A Life- Personal Operating System

Hardware



Operating System



Applications



Users



**Closed-Source Operating System**

Hardware



Operating System



Applications



Users



**Open-Source Operating System**

Hardware

Operating System

Applications

Users



Appreciative



**Appreciative Education  
Open-Source Operating System**

What We All  
Have in  
Common



HU  
HUMAN



# Maslow's hierarchy of needs

# Six Phases for Building Appreciative Relationships

---

Bloom, J. L., Hutson, B. L., & He, Y. (2008). *The appreciative advising revolution*. Champaign, IL: Stipes Publishing.



# DISARM



**Create a safe,  
welcoming learning  
community & sense  
of belonging. A  
culture where all  
voices are valued  
and respected.**

Bloom, J. L. & McLellan, J. L. (2016). Appreciative administration: Applying the appreciative education framework to leadership practices in higher education. *Journal of Higher Education Management*, (31)1, 195-210.

# DISCOVER



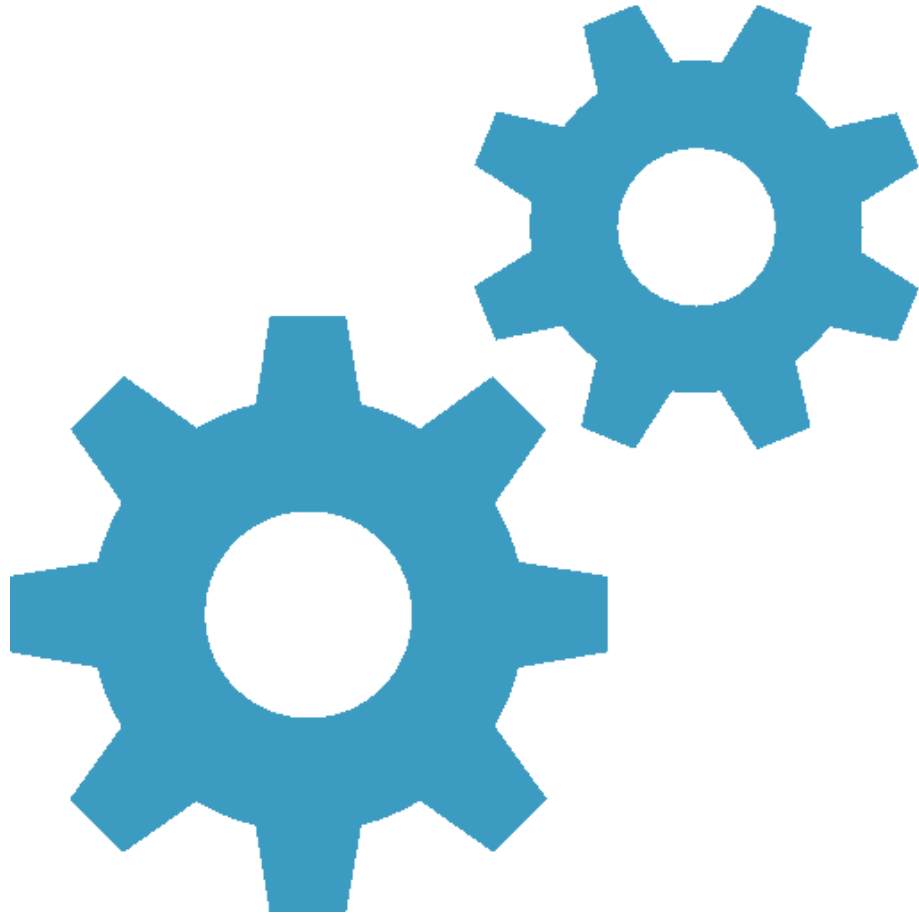
**Ask generative open-ended questions to get to know peoples' strengths, interests, and their passions.**

# DREAM



**Create an environment where people can be free to dream about their professional and personal futures as well as the future of the organization.**

# DESIGN



**Co-create concrete, incremental, and achievable goals to achieve individual and organizational dreams.**

# DELIVER



Empower people to deliver on the plans created during the design phase. Be there when people stumble, believing in them every step of the way and helping them continue to update and refine their dreams as they go.

# DON'T SETTLE



**Challenge  
ourselves and  
those around us to  
proactively raise  
our internal bar of  
self-expectations.**

# APPRECIATIVE MINDSET INGREDIENTS



Care about and believe in the potential of others

Possess an attitude of gratefulness

Continually hone your craft

Remember your power

Be insatiably curious about others' stories

Recognize we are all perfectly imperfect

Bloom, J. L., Hutson, B. L., & He, Y. (2008). *The appreciative advising revolution*. Stipes Publishing.



oae@fau.edu



# DISARM



**Create a safe,  
welcoming learning  
community & sense  
of belonging. A  
culture where all  
voices are valued  
and respected.**

Bloom, J. L. & McLellan, J. L. (2016). Appreciative administration: Applying the appreciative education framework to leadership practices in higher education. *Journal of Higher Education Management*, (31)1, 195-210.

An aerial photograph of a beach at sunset. The sun is low on the horizon, casting a warm, golden glow over the scene. Waves are breaking on the shore, creating white foam. The sand is wet and reflects the light. There are some dark rocks or seaweed scattered on the beach.

The deepest principle in  
human nature is the  
craving to be appreciated.

William James

Daily  
Disarms






How many times a day does the average person unlock their phone per day?

80

How many times per day does the average person touch their phone?

**163.56**

**2,617**

A pair of hands, one larger and one smaller, are shown holding a small, vibrant green tree with its roots and soil intact. The background is a soft, out-of-focus green, suggesting an outdoor setting. The hands are positioned in the lower half of the frame, with the tree centered above them. The overall image conveys a sense of nurturing, protection, and growth.

**“When people know you are there for them, they are going to be there for you,” Ridge said. “You have to care about your people. You need to be candid with them. You need to hold them accountable, and you have to expect them to be responsible. But you can’t disconnect those things. You have to have all four.”**Garry Ridge, CEO of WD-40

# DISCOVER



**Ask generative open-ended questions to get to know peoples' strengths, interests, and their passions.**

EXPECTATIONS

Meeting expectations is  
good. Exceeding  
expectations is better.

Ron Kaufman

quotationary

# Mutual Expectations Exercise

---

# Management By Walking Around (MBWA)

The CEO would put on his name tag, walk into the store and ask the manager to take him on “praising tour.” He wanted to see all the good things that were occurring and meet the employees who were making a difference.





## I NOTICED...

---

- What Have You Noticed Lately?
- When Did You Last Genuinely Praise Your Employees?



## Think-Pair-Share

**Share a time that someone you supervised (or knew) exceeded expectations.**

# DREAM



**Create an environment where people can be free to dream about their professional and personal futures as well as the future of the organization.**

“A dream is an inspiring picture of the future that energizes your mind, will, and emotions, empowering you to do everything you can to achieve it.”

dream

Maxwell, J. C. (2009). *Put your dreams to the test*. Nashville, TN: Thomas Nelson.



# Dream Phase

## Key Features

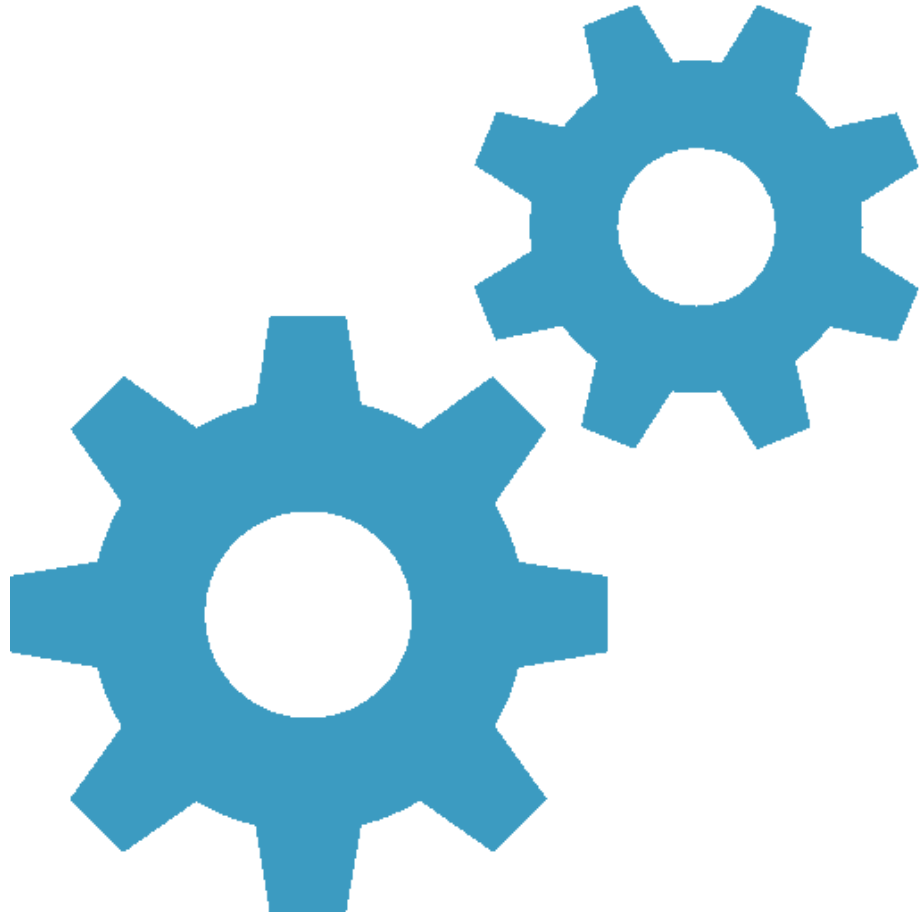
- Help employees reflect on personal dreams
- Create a shared vision for the future
- Look for the overlap between org and personal dreams

# DREAM QUESTIONS



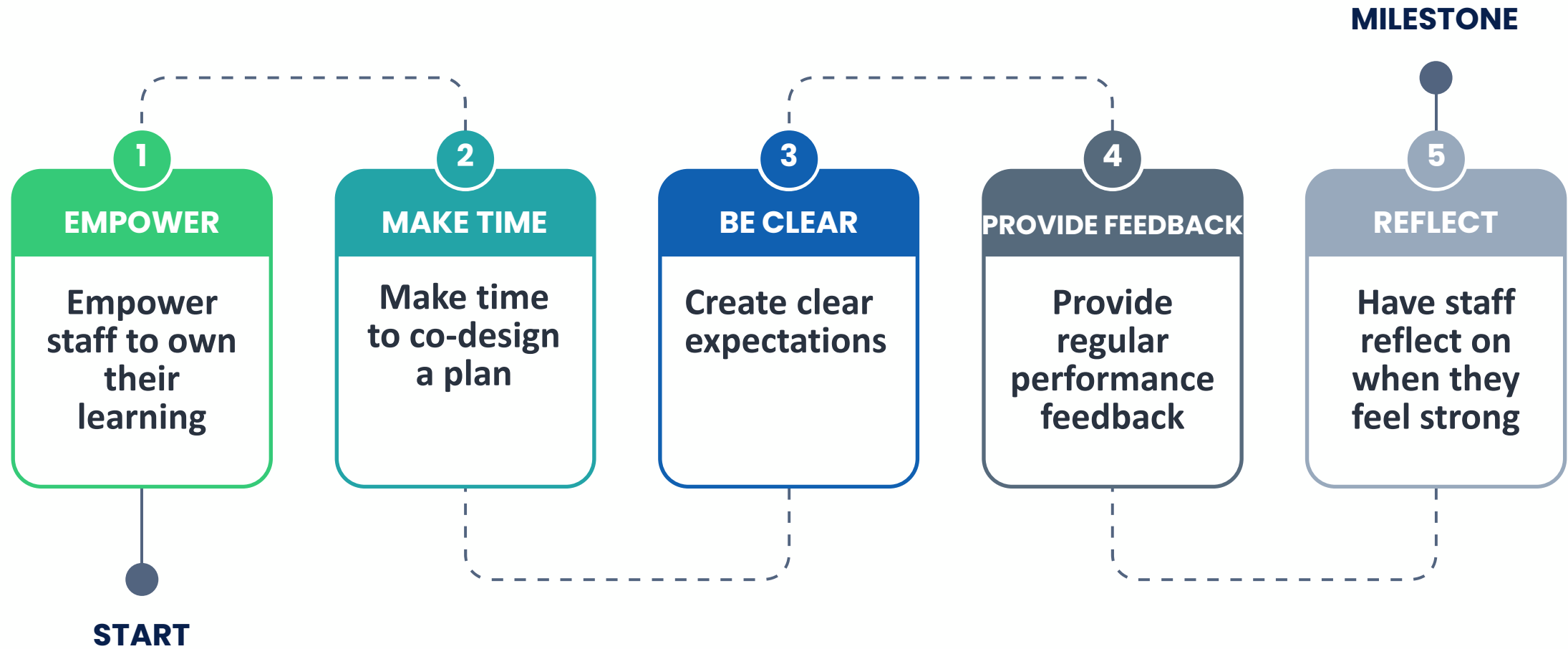
- **What are your dreams for your future?**
- **What are your dreams for our organization?**
- **Where is the overlap between the two?**

# DESIGN



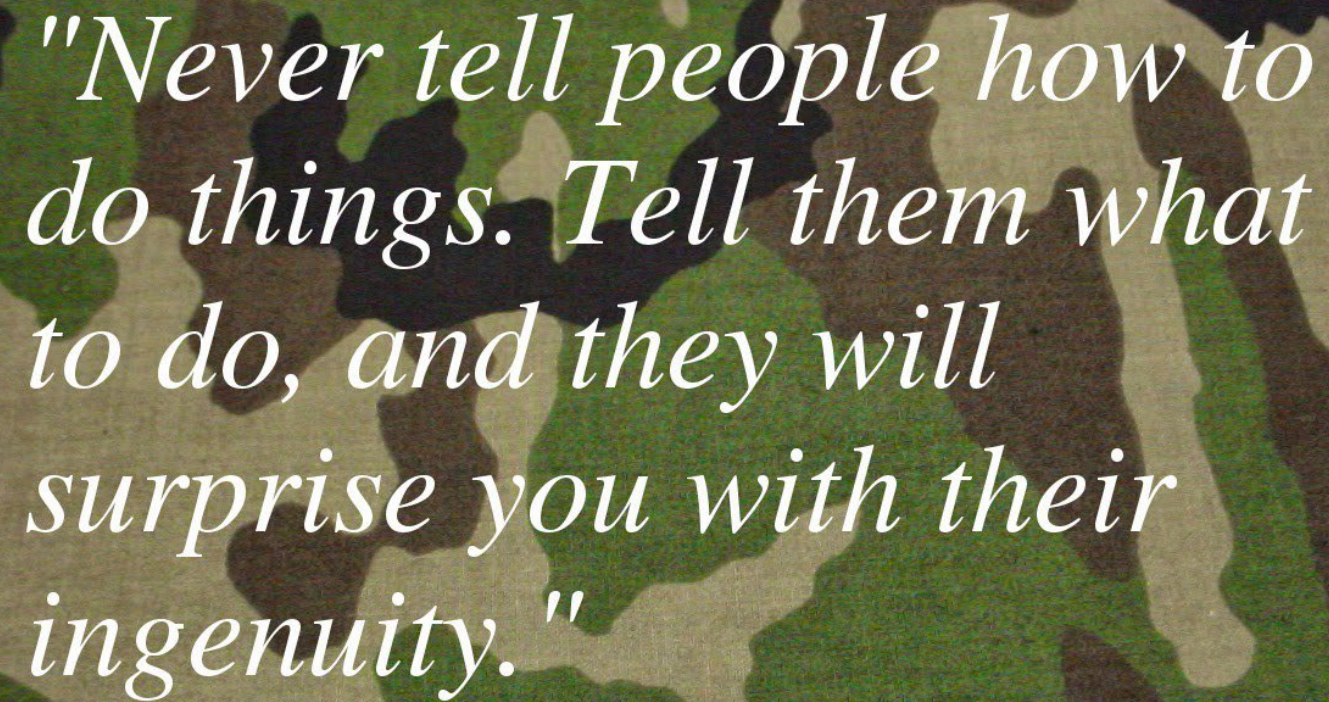
**Co-create concrete, incremental, and achievable goals to achieve individual and organizational dreams.**

# DESIGN PHASE KEY FEATURES





Sample, S.B. (2002) *The Contrarian's Guide to Leadership*. San Francisco: Jossey-Bass.



*"Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity."*

- General George S. Patton

# DESIGN QUESTIONS



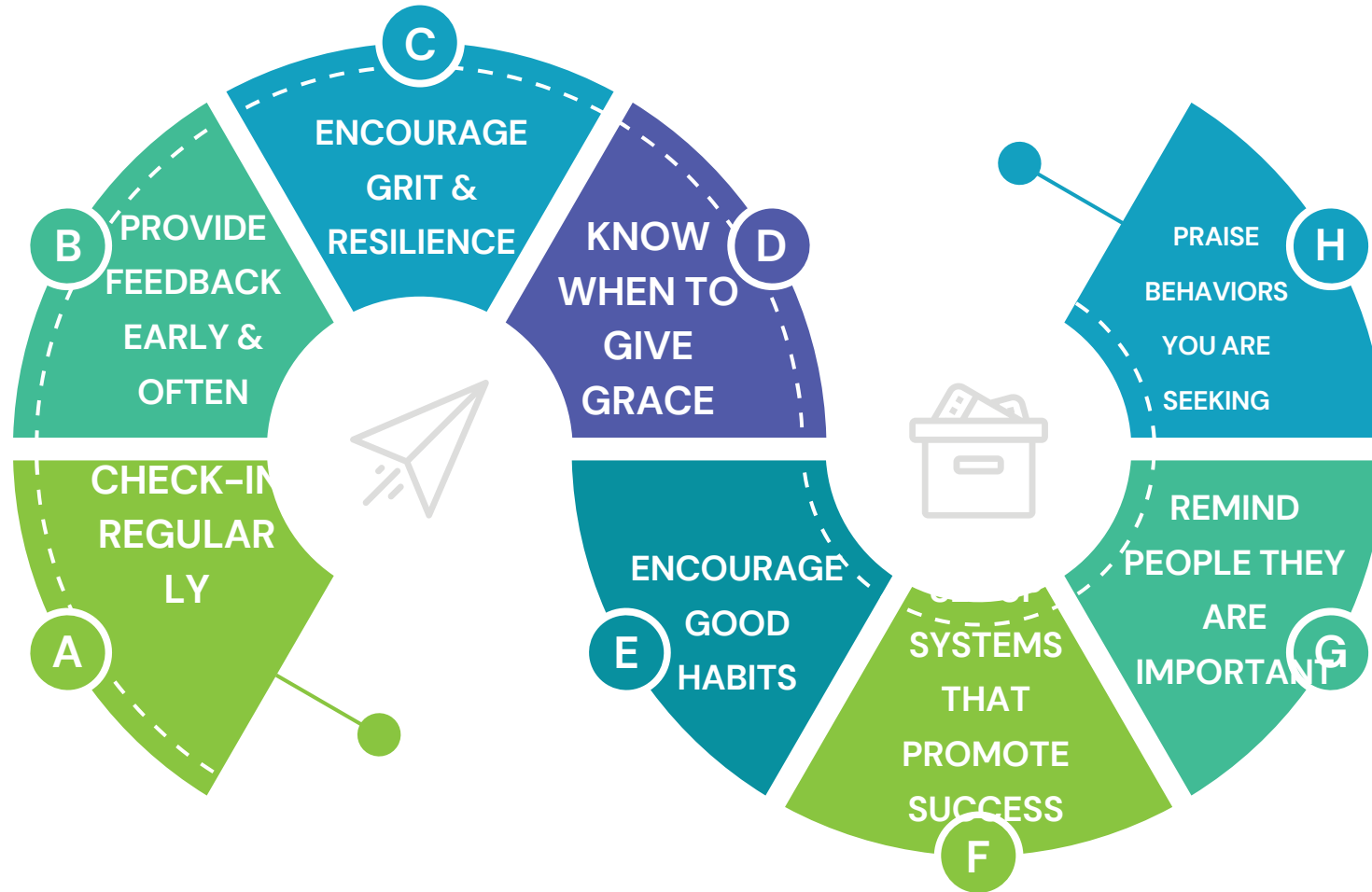
- What can you do in the next week to move one step closer to at least one of your goals?
- Let's brainstorm on the resources you will need to accomplish these goals and objectives.
- How will we celebrate the accomplishments of these goals?

# DELIVER



Empower people to deliver on the plans created during the design phase. Be there when people stumble, believing in them every step of the way and helping them continue to update and refine their dreams as they go.

# Deliver Phase Key Features



Praise in public;  
criticize in private.

Vince Lombardi

“ quotez fancy

## Keys to Praising

[http://www.workforce.com/articles/  
20375-singing-the-praises-of-praises](http://www.workforce.com/articles/20375-singing-the-praises-of-praises)

---

Must be immediate  
and specific

---

Learn and respect  
individual preferences

---

Deliver without  
expectations

---

Ensure it is sincere  
and well intentioned

# The Fine Art of Blaming



Learning to

Apologize

I'm sorry.

I was wrong.

Please forgive me.

How can I make it right?

# ENERGY

**“Simply put, a leader’s job is to energize others. Notice that I don’t say it’s part of their job; it is their job. There is no ‘time off’ when a leader isn’t responsible for energizing others. Every interaction a leader has is either going to positively energize those around them or negatively energize them” (Tichy, 2002, p. 297).**



CARE OUT LOUD!

CARE OUT LOUD!

CARE OUT LOUD!

appreciativeeduc

appreciativeeduc

appreciativeeduc

# DELIVER QUESTIONS

- **What will you do when you run into roadblocks?**
- **How and when will you keep me updated on your progress?**
- **What will you do if you think the goals may be changing?**




# DON'T SETTLE




**Challenge  
ourselves and  
those around us to  
proactively raise  
our internal bar of  
self-expectations.**

**RAISE THE BAR**





 DON'T SETTLE

GOOD  
IS THE ENEMY OF  
GREAT

-JIM COLLINS

Collins, J. (2001). *Good to great: Why some companies make the leap and others don't*. New York: Harper Collins Publishers.

A close-up photograph of a person's feet wearing white sneakers with red and blue stripes, resting on a colorful, patterned hammock. The hammock is strung over a beach with a body of water and a palm tree in the background under a clear blue sky.

## DON'T SETTLE

“We don’t have great schools, principally because we have good schools. Few people attain great lives, in large part because it is just so easy to settle for a good life.”



## Cy Wakeman

“If you were great right now, what would great look like?”



# POSITIVE RESTLESSNESS

POCKET OF  
GREATNESS





**DON'T SETTLE  
QUESTIONS**

- **You have done great so far, but what is one thing that you could do even better?**
- **What would happen if I challenged you to become the best you that you could possibly become? What would you need to do differently?**
- **If you were going to raise your own internal bar of expectations, what would that mean?**

# Six Phases of Appreciative Administration



# Appreciative Onboarding

---



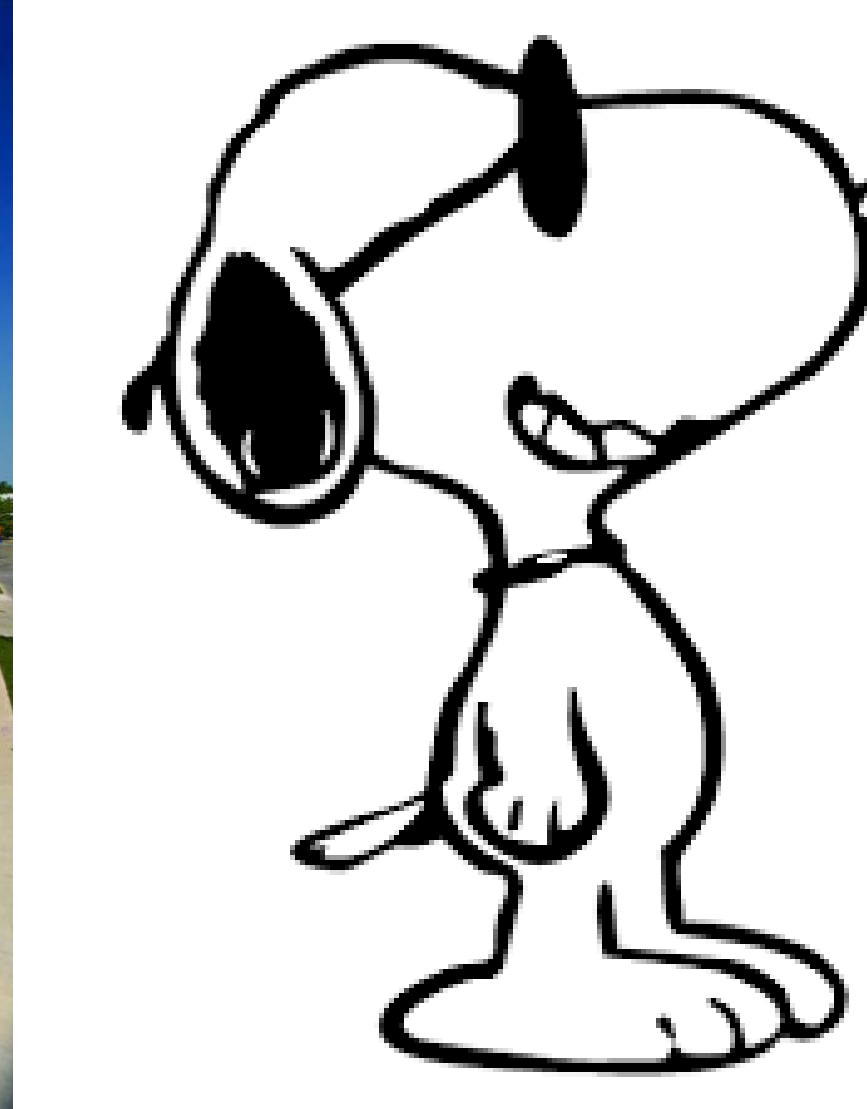
**APPRECIATIVE STRATEGIC PLANNING**





# Appreciative Staff Meetings





**Appreciative Supervision**

# WHAT WE NEED FROM OUR SUPERVISORS

---

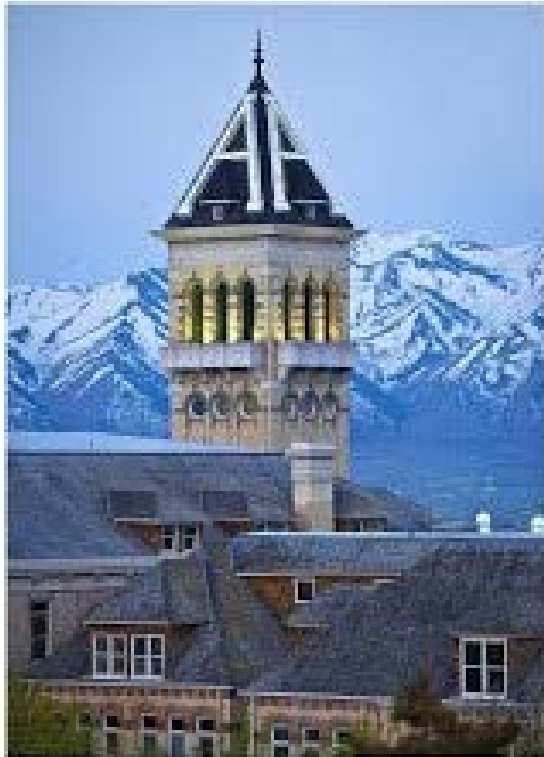


# People Before Process

---

Quote from Mykel Beorchia

# Mykel Beorchia

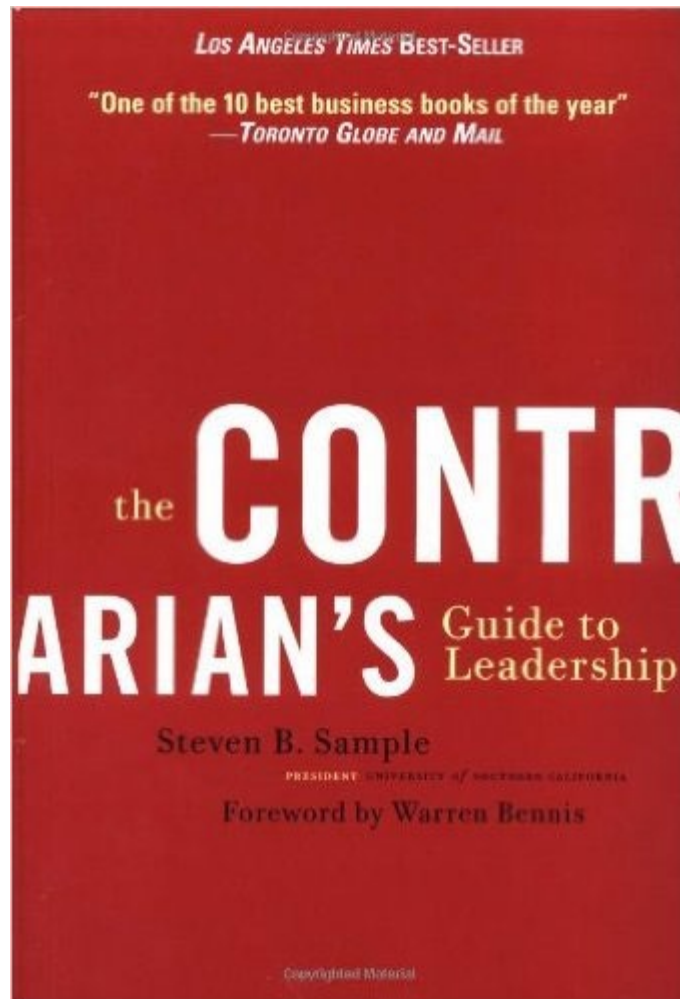


## Utilizing Appreciative Administration Skills in Supervision and Staff Interactions

Mykel Beorchia, Executive Director  
Office of University and Exploratory  
Advising, Utah State University

# Some Final Thoughts





**“Don’t delude yourself into think that people are intrinsically better or worse than they really are; instead, work to bring out the best in your followers (and yourself) while minimizing the worst.”**

(p. 190)



**“Work for those who work for you; recruit the best lieutenants available, and then spend most of your time and energy helping them to succeed.”**

**– Steve Sample (2002)**



**We can do  
hard  
things!**

**GLENNON DOYLE**



**Do the best you  
can until you  
know better.  
Then when you  
know better,  
do better.  
– Maya Angelou**



*Always  
Do Your  
Best*

Don't  
Take  
Anything  
Personal

**Be  
Impeccable  
with your  
Word**

Don't  
Make  
Assumptions



## Seth Godin

“Here's the truth you have to wrestle with: the reason that art (writing, engaging, leading, all of it) is valuable is precisely why I can't tell you how to do it. If there were a map, there'd be no art, because art is the act of navigating without a map. Don't you hate that? I love that there's no map.” – *Linchpin: Are you Indispensable?*

EVERYTHING IS  
FIGURE OUTABLE

<https://www.marieforleo.com/>



**QUESTIONS**

**ANSWERS**

[fau.edu/oae](http://fau.edu/oae)



# THANK YOU

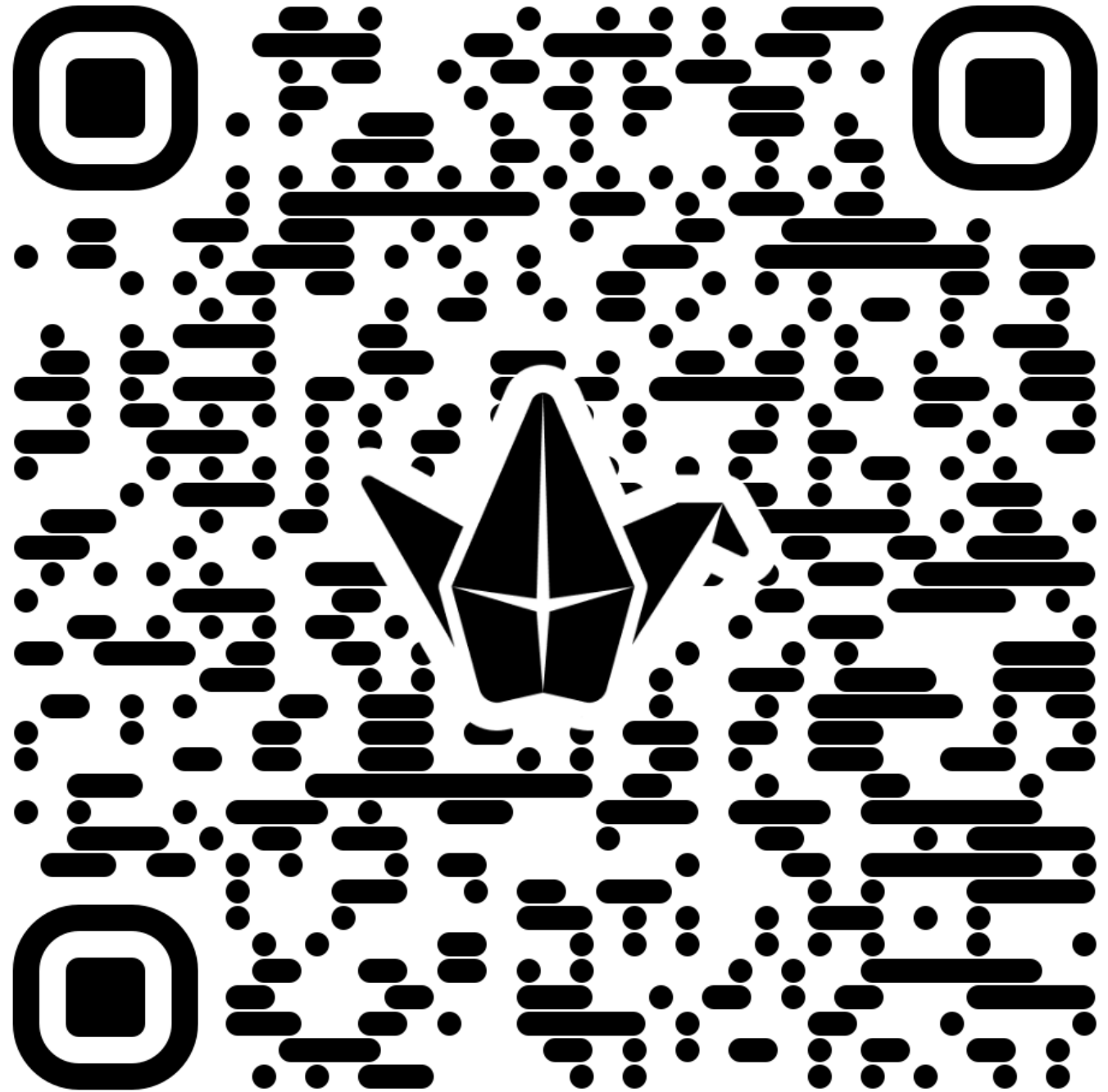
**Jenny Bloom**

[jennybloom14@gmail.com](mailto:jennybloom14@gmail.com)

+1(217) 766 4212



Slides and  
Additional  
Information



# Resources

Appreciative Education Publications

SEMINAL APPRECIATIVE  
EDUCATION ARTICLES

BOOKS

DISSERTATIONS & THESES

ARTICLES BY STUDENT  
POPULATIONS & STUDENT  
AFFAIRS UNITS

QUANTITATIVE ARTICLES

JOURNAL OF APPRECIATIVE  
EDUCATION

[oea@fau.edu](mailto:oea@fau.edu)

# Welcome to

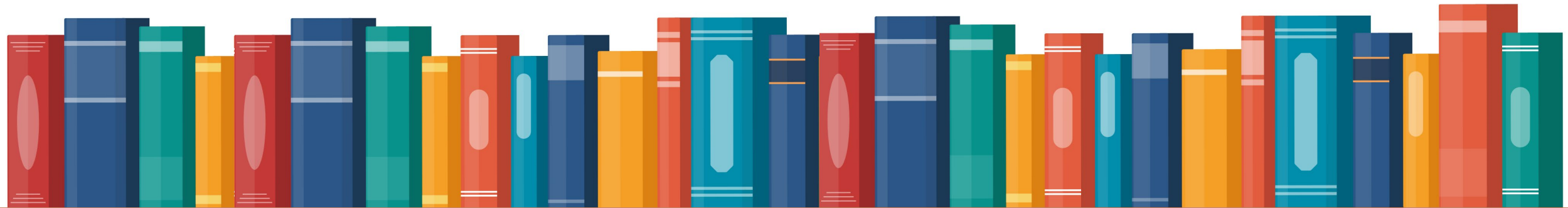
The Journal of

# Appreciative Education



**An open-access e-journal committed to promoting educational theories, practices, and collaborations from an appreciative, strength-based perspective.**

- **SUBMIT** ARTICLES FOR PUBLICATION
- **LEARN** INNOVATIVE PRACTICE IDEAS



[fau.edu/oea/jae](http://fau.edu/oea/jae)

# Appreciative Administration

## Appreciative Administration Online Course

### Format

6-weeks, semi-asynchronous

### 2026 Dates

**Summer 2026 (May 4 – Jun 15)**

**Fall 2026 (Sep 8 – Oct 20)**

**Spring 2027 (Jan 25 – Mar 8)**

[fau.edu/oe](http://fau.edu/oe)