



Education Brief:

PM70: Appreciative Project Management (APM)

A New Perspective on Project Management

The [David L Cooperrider Center for Appreciative Inquiry](#) and [Desai Management Consulting](#) are proud to announce the new Appreciative Project Management program. APM reflects the engagement, positive energy and transformative power of Appreciative Inquiry (AI) combined with the framework and results of Project Management (PM).

The Audience

Project Managers or those who regularly manage projects in their workplace, and want improve the project outcomes by engaging all stakeholders upfront in developing a shared vision and designing the solution.

When / Where

January 9-13, 2017 (9:00am - 4:00pm); Champlain College Classroom, Burlington, VT

To Register

Click [HERE](#) for registration form.

For more information, contact:

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APM - Stronger Together

[Desai Management's](#) time-tested collection of formal yet flexible industry-standard methods that define what happens during project or program execution, monitoring and control, and closure, is linked with the [Cooperrider Center's](#) revolutionary methodology built on Appreciative Inquiry ("AI") and Positive Organizational Development.

AI can increase organizational understanding and sustainable engagement for the projects as it highlights where an organization has been successful, and what is important to preserve in the face of change. Rather than adopt the commonly used "deficit model" which focuses on the failures and shortcomings of the status quo, AI celebrates existing values and capabilities, integrating the new project and/or program into the existing fabric of the organization. This perspective serves to reduce fear of the unknown and resistance to change, allowing projects to proceed with broader internal support, with the potential for faster implementation at lower cost than would be possible with conventional methods.

Appreciative Inquiry Process

Appreciative Inquiry is a powerful Organizational Development methodology that provides:

- A shift in the paradigm from problem solving to possibility finding - While we are blending theories and practices of both AI and PM practices, this process improves project success through the focus on assets with team collaboration, cooperation and communication.

- Inclusive solution design - All stakeholders participate in designing creative, resourceful and valued solutions, encouraging engagement and permission for team members to leverage individual skills and strengths and discover possibilities.
- Producing sustainable and generative results - APM bridges human performance with organizational results to produce continued and measurable outcomes.

Desai Management and the Cooperrider Center saw a natural affinity between the PMBOK project phases and the five Ds of AI (below), and produced an approach utilizing the strengths-based techniques that have proven successful across for-profit, nonprofit and governmental projects in the U.S. and internationally: Appreciative Project Management.®



What Customer Deliverables Are Produced?

An APM solution is anchored by the following customer deliverables showing both the conventional PMI (blue boxes) and AI phases (dark blue boxes), to illustrate how they complement one another. In practice, APM seamlessly integrates PM and AI phases into a unified whole, without distinguishing between the two. (*Italic = Appreciative Inquiry led or newly inspired by activities using an AI approach*)

Initiation	Planning	Execution	Monitoring & Control	Closing
<i>Definition/Discovery</i>	<i>Dream/Design</i>	<i>Delivery</i>		<i>Destiny</i>
<ul style="list-style-type: none"> • <i>Need for change framed in positive terms</i> • <i>Identify positive moments as a rationale and foundation for the new project or program</i> • <i>Identify stories that exemplify life-giving aspects that can inform and inspire the project team</i> • <i>Develop Project Charter</i> • <i>Identify Stakeholders</i> 	<ul style="list-style-type: none"> • <i>Create vision of positive future and translate dream into concrete plans</i> • <i>Develop Project Management Plan</i> • <i>Collect Reqmts.</i> • <i>Define Scope</i> • <i>Create WBS</i> • <i>Define Activities</i> • <i>Sequence Activities</i> • <i>Estimate Activity Resources</i> • <i>Estimate Activity Duration</i> • <i>Develop Schedule</i> • <i>Estimate Cost</i> • <i>Determine Budget</i> • <i>Plan Quality</i> • <i>Develop HR Plan</i> • <i>Plan Communications</i> • <i>Plan Risk Mgmt.</i> • <i>Identify Risk</i> • <i>Perform Qualitative Risk Analysis</i> • <i>Perform Quantitative Risk Analysis</i> • <i>Plan Procurement</i> 	<ul style="list-style-type: none"> • <i>Create the envisioned future state via concrete steps and team ownership</i> • <i>Direct and Manage Project Execution</i> • <i>Perform Quality Assurance</i> • <i>Acquire Project Team</i> • <i>Manage Project Team</i> • <i>Distribute Information</i> • <i>Manage Stakeholder Expectations</i> • <i>Conduct Procurement</i> 	<ul style="list-style-type: none"> • <i>Assume responsibility for team success</i> • <i>Support and mentor team members</i> • <i>Monitor and Control Project Work</i> • <i>Perform Integrated Change Control</i> • <i>Verify Scope</i> • <i>Control Scope</i> • <i>Control Schedule</i> • <i>Control Costs</i> • <i>Perform Quality Control</i> • <i>Report Performance</i> • <i>Monitor and Control Risks</i> • <i>Administer Procurements</i> 	<ul style="list-style-type: none"> • <i>Celebrate the efforts and accomplishments of the project team</i> • <i>Communicate anticipated growth and successes resulting from the project to stakeholders</i> • <i>Close Project or Phase</i> • <i>Close Procurement</i>

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