

# Appreciative Inquiry and Knowledge Management

A Social Constructionist Perspective



**Tojo Thatchenkery**, Professor of Organizational Learning, School of Public Policy, George Mason University and **Dilpreet Chowdhry**, Management Specialist, FannieMae, Washington, DC, US

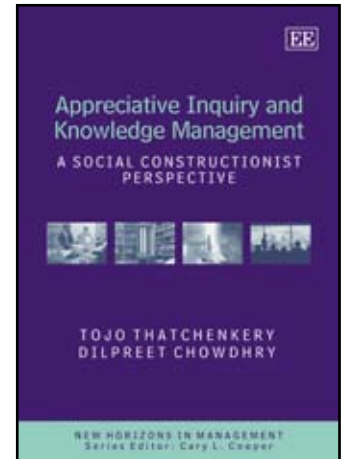
*'ASKing (Appreciative Sharing of Knowledge) is at the heart of this comprehensive, compelling, and cutting edge guide to appreciative knowing and innovation. The authors have really managed to push the "appreciative envelope" here. They've taken well-known appreciative inquiry frameworks and methods, effectively improved on them, and extended them into the all important area of knowledge development and knowledge sharing. I expect that readers in all kinds of organizations and at many levels will find the ASK system readily usable and effective. The in-depth case studies across a wide variety of industries (including government) turn the book into a fine guide for knowledge sharing, making it particularly easy to "Learn how to ASK". At the same time, academics, teachers, and students will find this book does a terrific job of summarizing and enlivening the existing appreciative inquiry/intelligence literature. If you've only got time and money for one book on appreciative organizational approaches, this is the one to get.'*

– David Barry, Nova University, Lisbon, Portugal

*'Thatchenkery and Chowdhry have given those of us challenged with global knowledge sharing a way through the muddle of the traditional knowledge management paradigm. Fusing Knowledge Sharing and Appreciative Sharing concepts leads to a true appreciation of the value of knowledge dissemination and away from knowledge hoarding. With new technology migration occurring at warp speed and globalization of product sourcing markets requiring co-location of manufacturing facilities close to the customer, our company relies on state of the art knowledge sharing capabilities to shorten conventional and expensive training methodologies. Positive team collaboration with representation from all international sites and across functional areas – in effect, simultaneously managing time, distance, and culture barriers – is substantially facilitated by thinking of knowledge sharing in new and appreciative ways. This book helps chart the new path.'*

– Hank Jonas, Organization Effectiveness Corning Incorporated

The authors of this book advance the Appreciative Sharing of Knowledge (ASK), a unique approach by which organizations create a culture that facilitates the sharing of information. Using social constructionist approaches, historical data, and case studies, the authors demonstrate that appreciation – or affirmation – is the key ingredient for people to trust each other and overcome their inhibitions and concerns about sharing what they know.



## To order contact:

FROM NORTH & SOUTH AMERICA  
Edward Elgar Publishing Inc.  
PO Box 574  
Williston, VT 05495-0575 USA  
Tel: (800) 390-3149  
Fax: (802) 864-7626  
eep.orders@aidcvf.com

FROM REST OF WORLD  
Marston Book Services Limited  
PO Box 269  
Abingdon, Oxon OX14 4YN UK  
Tel: + 44 1235 465500  
Fax: + 44 1235 465555  
direct.order@marston.co.uk

## For more information please contact:

The Marketing Department  
Edward Elgar Publishing Inc.  
9 Dewey Court  
Northampton, MA 01060-3815 USA  
Tel: (413) 584-5551  
Fax: (413) 584-9933  
Email: elgarinfo@e-elgar.com

[www.e-elgar.com](http://www.e-elgar.com)

# Appreciative Inquiry and Knowledge Management

Tojo Thatchenkery and Dilpreet Chowdhry



The hyper-competitive culture of many organizations has created a knowledge-hoarding climate that many firms struggle to change. The ASK process can reinvent, in a sustainable manner, how we think about organizing knowledge. By linking practices, artifacts, technologies and managerial skills, the ASK model offers a management framework for a wide range of enterprises. One of the basic tenets put forth is that if knowledge is shared appreciatively, managing knowledge will no longer be an issue. The authors expand on the concept of appreciation and illustrate how systems can be created to institutionalize knowledge sharing. In addition, they give examples of organizations that have planted the seeds for the exchange to happen.

Academics and practitioners in the fields of knowledge management and organizational behavior and development will find this innovative study of great value. The findings will also be of great practical use for managers and executives in a variety of firms.

## Contents:

1. Introduction: A New Adventure
2. Knowledge Sharing: A Historical Perspective
3. The Generative Potential of Appreciative Processes
4. How to ASK
5. Private Sector Case Studies
6. Government Sector Case Studies
7. Public Service Case Study
8. Summary, Conclusion, and Invitations

Bibliography

Index

---

April 2007 176 pp Hardback 978 1 84542 590 6 \$85.00

[New Horizons in Management series](#)