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The shadow side of positive organizational change: practitioners' experience navigating dialectical tensions in appreciative inquiry
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Propositions relating to the dissertation *The Shadow Side of Positive Organizational Change:
Practitioners' Experience Navigating Dialectical Tension in Appreciative Inquiry*

by
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- 1) A litany of organizational problems is fertile ground for positive organizational change (POC) initiatives such as Appreciative Inquiry (AI).
- 2) Limitations on free expression should be the exception, not the rule, when using AI.
- 3) A willingness to embrace unfamiliar ways of working should be a prerequisite for leaders embarking on an AI journey.
- 4) The work of AI practitioners is to normalize tension rather than ignore it.
- 5) Messiness in POC initiatives is not indicative of failure.
- 6) The embodiment of positive change principles is more important than the methodology itself.
- 7) Mastering the game of “whack-a-mole” is good preparation for navigating tensions in organizational change.
- 8) Learning to embrace the “elephant in the room” keeps “toxic positivity” in check.
- 9) An actual test of Kurt Lewin’s maxim— “there is nothing as practical as a good theory” is being a change practitioner by day and an external PhD candidate by night.
- 10) Writing a dissertation is like caring for a baby who constantly cries for attention, demands change, and is unbothered by your sleepless nights.