

FACILITATORS' GUIDE TO PARTICIPATORY DECISION-MAKING

ANNOTATED BIBLIOGRAPHY

Adams, James. *Conceptual Blockbusting* (4th ed.). Cambridge, MA: Perseus Publishing, 2001.

Integrating insights from the worlds of psychology, engineering, management, art, and philosophy, Adams identifies the key blocks (perceptual, emotional, cultural, environmental, intellectual, and expressive) that prevent us from realizing the full potential of our fertile minds. Employing unconventional exercises and other interactive elements, Adams shows individuals, teams, and organizations how to overcome these blocks, embrace alternative ways of thinking about complex problems, and celebrate the joy of creativity.

Atlee, Tom. *The Tao of Democracy: Using Co-Intelligence to Create a World That Works for All*. Eugene, OR: Writers Collective, 2003.

With compelling real-life stories, innovative ideas and hands-on guidance, this book shows how to engage the combined wisdom of citizens to solve complex social problems. It describes how powerful new forms of dialogue and deliberation enable diverse ordinary citizens to work together developing sophisticated public policy recommendations -- even on technical issues. Demonstrating that groups, communities and whole societies can be more intelligent and wise collectively than most brilliant individuals, Tom Atlee shows how "collective intelligence" could revolutionize politics and governance, bringing wise common sense to every issue -- from city budgets to terrorism to global warming. Readers will find descriptions and links to over a hundred proven approaches to this new form of democracy -- organizations, participatory practices, innovations, books and more. The most powerful innovations -- citizen deliberative councils -- have been used hundreds of times around the world -- from Denmark to India, from Brazil to the U.S. The 2500-year-old Tao Te Ching says that leaders should govern so the people say "We did it ourselves." *The Tao of Democracy* shows how.

Auvine, Brian et al. *A Manual for Group Facilitators*. Madison, WI: Center for Conflict Resolution, 1978. Re-published by the Fellowship for Intentional Community, retypeset, reprinted December 2003.

The staff of the Center for Conflict Resolution put their experience in working with groups into *A Manual for Group Facilitators*. This is an informal outline detailing useful and effective techniques to help groups work well. More than a simple "how to," the manual contains a discussion of the values, dynamics, and common sense behind group process that have been verified by our own experience.

Avery, Michel et al. *Building United Judgment*. Madison, WI: Center for Conflict Resolution, 1999.

Consensus decision making in groups can maximize cooperation and participation of all group members. Consensus brings together the needs, resources, and ideas of every group member by means of a supportive creative structure. This classic introduction to secular consensus was recently brought back into print by the Fellowship for Intentional Community. *Building United Judgment* describes the techniques and skills which groups can apply to make the principles of consensus work effectively. Whether you are new to consensus or a "practiced hand," whether your group uses consensus in the "classic" form or wants to apply consensus principles to your own decision making structure, this book provides a thorough review of practical methods that can make your efforts work.

Beer, Jennifer. *The Mediator's Handbook* (4th ed.). Gabriola Island, BC, Canada: New Society Publishers, 2012.

The Mediator's Handbook presents a time-tested, adaptable model for helping people work through conflict. Extensively revised to incorporate recent practice and thinking, the accessible manual format lays out a clear structure for new and occasional mediators while offering a detailed, nuanced resource for professionals. The first section explains the process step by step, from opening conversations and exploring the situation through the phases of finding resolution—deciding on topics, reviewing options, and testing agreements. The "Toolbox" section details the concepts and skills a mediator needs in order to: understand the conflict; support the people; facilitate the process; guide decision-making.

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Bens, Ingrid. *Facilitating with Ease! Core Skills for Facilitators, Team Leaders and Members, Managers, Consultants, and Trainers* (3rd ed.). San Francisco: Jossey-Bass, 2012.

Since the publication of the first edition of *Facilitating with Ease!* in 2000, this bestselling book has become the “go-to” reference for anyone who wants to become skilled in the art of facilitation. This thoroughly revised and updated third edition includes easy-to-follow instructions, techniques, and hands-on tools. *Facilitating with Ease!* offers the basics on running productive meetings with confidence and includes the information needed to train others to become skilled facilitators as well. Filled with dozens of exercises, surveys, and checklists that can be used to transform anyone into an effective facilitator.

Bens, Ingrid. *Facilitation at a Glance*. San Francisco: Jossey-Bass, 2012.

Facilitation at a Glance! is a pocket guide version of *Facilitating with Ease!* An easy-to-use quick reference to facilitation packed with useful information, tips, and techniques. *Facilitation at a Glance!* will assist both new and experienced facilitators in their efforts to maximize team effectiveness and achieve increased productivity.

Block, Peter. *Flawless Consulting: A Guide to Getting Your Expertise Used* (3rd ed.). San Francisco: Jossey-Bass 2011.

This third edition to Peter Block’s *Flawless Consulting* addresses business changes and new challenges since the second edition was written ten years ago. It tackles the challenges next-generation consultants face, including more guidance on how to ask better questions, dealing with difficult clients, working in an increasingly virtual world, how to cope with complexities in international consulting, case studies, and guidelines on implementation. Also included are illustrative examples and exercises to help you cement the guides offered.

Block, Peter. *Community: The Structure of Belonging*. San Francisco. Berrett-Koehler, 2009.

Modern society is plagued by fragmentation. The various sectors of our communities--businesses, schools, social service organizations, churches, government--do not work together. They exist in their own worlds. As do so many individual citizens, who long for connection but end up marginalized, their gifts overlooked, their potential contributions lost. This disconnection and detachment makes it hard if not impossible to envision a common future and work towards it together. We know what healthy communities look like--there are many success stories out there, and they’ve been described in detail. What Block provides in this inspiring new book is an exploration of the exact way community can emerge from fragmentation: How is community built? How does the transformation occur? What fundamental shifts are involved? He explores a way of thinking about our places that creates an opening for authentic communities to exist and details what each of us can do to make that happen.

Bray, John, Joyce Lee, Linda L. Smith, and Lyle Yorks. *Collaborative Inquiry in Practice: Action Reflection and Making Meaning*. Thousand Oaks, CA: Sage Publications, 2000.

Collaborative Inquiry in Practice is an invitation and guide for people interested in pursuing a more imaginative and holistic approach to human inquiry. The reader is guided step-by-step through the theory and practice of collaborative inquiry: the key ideas from pragmatism and phenomenological traditions; the relationship of collaborative inquiry with other action-oriented methods of inquiry; the conduct of collaborative inquiry, from forming a group to constructing knowledge. The authors demonstrate how effective collaborative inquiry demystifies research and makes learning more accessible. The guidance provided is equally relevant to professional and academic settings.

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Brown, Juanita and David Isaacs. *World Caf : Shaping Our Futures Through Conversations That Matter*. San Francisco: Berrett-Koehler Publishers, 2005.

The *World Caf * process has been used by tens of thousands of people around the world to tackle real-life issues. Based on seven key principles, it begins with small, intimate conversations at Caf -style tables; these gatherings then link and build on each other as people move between groups and cross-pollinate ideas. In this way, *Caf * learning enables even very large groups to think together creatively in a single, connected conversation. This complete resource explains the *Caf * concept and provides readers with the tools they need to get started. Each chapter opens with stories from business, education, government, and community organizations, each a dramatic example of how leaders are using this process in the real world. Such stories underline the *Caf *'s immediate, practical implications for meeting and conference design, strategy formation, knowledge creation, and large-scale systems change. The book includes a foreword by best-selling author Margaret J. Wheatley, an afterword by author Peter Senge, and real-world stories of the *Caf * process in action at Hewlett-Packard, the nation of Singapore, and the University of Texas.

Bunker, Barbara, and Billie T. Alban. *The Handbook of Large Group Methods: Creating Systemic Change in Organizations and Communities*. San Francisco: Jossey-Bass, 2007.

Large Group Interventions are methods used to gather a whole system together to discuss and take action on the target agenda. That agenda varies from future plans, products, and services, to redesigning work, to discussion of troubling issues and problems. *The Handbook of Large Group Methods* takes the next step in demonstrating through a series of cases how Large Group Methods are currently being used to address twenty-first-century challenges in organizations and communities today.

Butler, C.T. Lawrence and Amy Rothstein. *On Conflict and Consensus*. Cambridge, MA: Food Not Bombs Publishing, 1991.

Formal Consensus is a specific kind of decision making. It must be defined by the group using it. It provides a foundation, structure, and collection of techniques for efficient and productive group discussions. The foundation is the commonly-held principles and decisions which created the group originally. The structure is predetermined, although flexible. The agenda is formal and extremely important. The roles, techniques, and skills necessary for smooth operation must be accessible to and developed in all members. Evaluation of the process must happen on a consistent and frequent basis, as a tool for self-education and self-management. Above all, Formal Consensus must be taught. It is unreasonable to expect people to be familiar with this process already. In general, nonviolent conflict resolution does not exist in modern North American society. These skills must be developed in what is primarily a competitive environment. Only time will tell if, in fact, this model will nourish and prove itself effective and worthwhile. We are now convinced more than ever that the model presented in this book is profoundly significant for the future of our species. We must learn to live together cooperatively, resolving our conflicts nonviolently and making our decisions consensually. We must learn to value diversity and respect all life, not just on a physical level, but emotionally, intellectually, and spiritually. We are all in this together.

Cameron, Esther. *Facilitation Made Easy: Practical Tips to Improve Meetings and Workshops*. London, UK: Kogan Page Limited, 2005.

The facilitator's task of opening up discussion, getting ideas into the open and setting broad future direction is essential if a group is to reach consensus on a particular outcome and it is now one of the key techniques used in meetings and workshops. *Facilitation Made Easy* provides a practical introduction to essential skills. It will help readers develop a facilitation style that is unbiased and enables control without being overpowering with detailed examples, proven tips for success, checklists and a self assessment guide to help readers test their own personal approach to facilitation.

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Carpenter, Susan and W.J.D. Kennedy. *Managing Public Disputes*. San Francisco: Jossey-Bass, 2001.

Managing Public Disputes is a hands-on guide for managers, offering useful instructions for handling a wide range of large and small public controversies from the national to the community level. It includes: ten proven principles for managing conflict; a comprehensive framework with step-by-step procedures for creating productive outcomes; seven illustrative case examples; detailed advice on effective methods for collecting information, conducting interviews, and analyzing a conflict situation.

Chambers, Robert. *Participatory Workshops: A Sourcebook of 21 Sets of Ideas & Activities*. London, UK: Earthscan, 2012.

This sourcebook is for all who work with others on participatory learning and change. Written in a spirit of critical reflection and serious fun, it provides 21 sets of ideas and options for facilitators, trainers, teachers and presenters, and anyone who organises and manages workshops, courses, classes and other events for sharing and learning ideas. It covers topics such as getting started, seating arrangements, forming groups, managing large numbers, helping each other learn, analysis and feedback, dealing with dominators, evaluation and ending, coping with horrors, and common mistakes.

Chrislip, David and Carl E. Larson. *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*. San Francisco: Jossey-Bass, 1994.

The leaders who are most effective in addressing public issues are those who have the credibility to bring together the right people to create visions and solve problems. Drawing on their extensive research, as well as on the advice and guidance of the leading scholars and practitioners in the field, David Chrislip and Carl Larson show how elected officials and other civic leaders can generate the civic will to break through legislative and bureaucratic gridlock, deal with complex issues, and engage frustrated and angry citizens. They also describe how to design, initiate, and sustain a constructive, collaborative process.

Chrislip, David. *The Collaborative Leadership Fieldbook*. San Francisco: Jossey-Bass, 2002.

When *Collaborative Leadership* was first published in 1994, it described the premise, principles, and leadership characteristics of successful collaboration. The book outlined an innovative way of building partnerships to solve the civic problems too big for anyone to solve alone as well as a new type of leadership that brings together diverse stakeholders to solve a community's problems. While that book provides a much-needed framework for working together, *The Collaborative Leadership Fieldbook* offers nonprofit practitioners, community leaders, and public officials a practical, hands-on resource. It presents the tools needed for applying the lessons learned, powerful approaches that get results, and guidance for solving complex community problems.

Cochran, Alice Collier. *Roberta's Rules of Order: Sail Through Meetings for Stellar Results Without the Gavel*. San Francisco: Jossey-Bass, 2004.

This book challenges nonprofit leaders (and anyone who runs meetings) to retire *Robert's Rules of Order* and adopt a simpler, friendlier, and more effective method for conducting meetings – *Roberta's Rules of Order*. Using traditional sailing ships as a metaphor, meetings and governance expert Alice Collier Cochran helps groups make the journey from the "shore" that represents the culture of Robert's Rules – procedural formality, debate, simple majority rule – to the opposite "shore" of Roberta's Rules – informality, dialogue, and decision-making options. In doing so, she helps them to conduct friendlier, more effective meetings and to take the first step toward creating flexible, democratic organizations.

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Conklin, Jeff. *Dialogue Mapping: Building Shared Understanding of Wicked Problems*. West Sussex, UK: John Wiley & Sons, Ltd., 2006.

Dialogue Mapping presents an approach to meetings and collaboration in which collective intelligence is achieved through framing powerful questions and conducting a comprehensive and creative exploration of their possible answers. In the first part of *Dialogue Mapping*, Jeff Conklin introduces the key concepts: wicked problems; social complexity; opportunity-driven problem solving; and shared understanding. The remaining sections provide a hands-on tutorial for practitioners.

Crutchfield, Leslie and Heather McLeod Grant. *Forces for Good: The Six Practices of High Impact Non-profits*. San Francisco: Jossey-Bass, 2008.

In the original book, authors Crutchfield and McLeod Grant employed a rigorous research methodology to determine “what makes great nonprofits great?” They studied twelve nonprofits that have achieved extraordinary levels of impact—from Habitat for Humanity to the Heritage Foundation — and distilled six counterintuitive practices that these organizations use to change the world. This revised and updated edition of that bestselling book explores how the recent economic and social upheavals have impacted these noteworthy organizations. In addition, *Forces for Good* shows how the six practices have been applied successfully to small, local nonprofits.

Danskin, Karl and Lenny Lind. *Virtuous Meetings: Technology + Design for High Engagement in Large Groups*. San Francisco: Jossey-Bass, 2014.

Virtuous Meetings describes a new methodology that integrates communications technology into meeting design, to completely transform how meetings feel, and what they accomplish. Virtuous Meetings are collaborative, generative meetings that create convergent outcomes. Virtuous Meetings make the best possible use of each participant’s energy and ideas, and the most respectful use of each participant’s time. They transform even the largest meetings into hands-on “working” sessions. Participating in a Virtuous Meeting is exciting, creative, and revelatory—giving participants a glimpse of what it feels like to work as a single integrated team. Virtuous Meetings liberates meeting designers from traditional assumptions and from business-as-usual Q&A and breakout formats. It introduces two-level meeting design, utilizing high-speed connectivity to capture and work with the contributions of all the participants in real time.

de Bono, Edward. *Lateral Thinking*. New York: Harper and Row, 2009.

The first practical explanation of how creativity works, this results-oriented bestseller trains listeners to move beyond a “vertical” mode of thought to tap the potential of lateral thinking.

de Bono, Edward. *Serious Creativity*. New York: Harper Collins, 1993.

A fundamental book on deliberate creative thinking from a world-renowned expert in the field and the inventor of the systematic process of lateral thinking. Used correctly, creative thinking can save companies millions of dollars as the best and cheapest way to get added value out of existing resources and assets.

Doyle, Michael and David Straus. *How to Make Meetings Work*. New York: Berkeley Books, 1993.

Tested on more than 10,000 participants, the *Interaction Method* of conducting meetings is proven to increase productivity by up to 15 percent. This thorough manual demonstrates how time and people can be better used in meetings.

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Dressler, Larry. *Consensus Through Conversation*. San Francisco: Berrett-Koehler, 2006.

Consensus is fast becoming one of business' most popular but most widely misunderstood decision-making models. By involving people in the decisions that impact their work, companies develop a passionate team of workers, one that is committed to a future they've helped shape. This guide leads managers, consultants, and facilitators through the consensus-building process. It shows how to avoid common pitfalls like false agreement and the "illusion of inclusion."

Dressler, Larry. *Standing in the Fire*. San Francisco: Berrett-Koehler, 2010.

Many experienced facilitators, OD consultants, coaches, and organizational leaders increasingly find themselves "standing in the fire" -- working in situations where group and community members are polarized, angry, fearful, and confused. Facilitator Larry Dressler has come to believe that simply picking up yet another method or technique won't help in situations like these. What has a truly transformational impact is what he calls the facilitator's presence. Cultivating an ability to access a compassionate presence that people experience as open, authentic, and clear in intention during the most difficult situations moves facilitators from being competent professionals to being on a path toward self-mastery. *Standing in the Fire* offers a set of self-directed principles and practices that enable facilitators to work on themselves—to keep their emotional balance no matter how overheated things threaten to become.

Earl, Sarah, Fred Carden, Michael Quinn Patten, and Terry Smutylo. *Outcome Mapping: Building, Learning and Reflection into Development Programs*. Ottawa, ON, Canada: International Development Research Center, 2001.

More and more, development organizations are under pressure to demonstrate that their programs result in significant and lasting changes in the well-being of their intended beneficiaries. However, such "impacts" are often the product of a confluence of events for which no single agency or group of agencies can realistically claim full credit. As a result, assessing development impacts is problematic, yet many organizations continue to struggle to measure results far beyond the reach of their programs. *Outcome Mapping* recognizes that development is essentially about people relating to each other and their environment. The originality of this approach lies in its shift away from assessing the products of a program to focus on changes in behaviour, relationships, actions, and activities in the people, groups, and organizations it works with directly. In doing so, *Outcome Mapping* debunks many of the myths about measuring impact. It will help a program be specific about the actors it targets, the changes it expects to see, and the strategies it employs and, as a result, be more effective in terms of the results it achieves. This publication explains the various steps in the outcome mapping approach and provides detailed information on workshop design and facilitation and includes worksheets and examples.

Estes, Caroline. "Consensus." *In Context* (Autumn 1984): 19-22. (<http://www.context.org/iclib/ic07/estes/>)

Decision-making by consensus is a very old process about which there is much new interest. Primitive tribes and cultures have used it for thousands of years. Early Jesuits in the 17th century called it Communal Discernment. The Society of Friends (Quakers) has used it for over three hundred years, calling it seeking unity or gathering the sense of the meeting. In the past decade or two it has come into use in settings as diverse as businesses, intentional communities, and social action groups.

Fisher, Roger, William Ury, and Bruce Patton. *Getting to Yes* (3rd ed.). New York: Penguin Books, 2011.

Getting to Yes offers a proven, step-by-step strategy for coming to mutually acceptable agreements in every sort of conflict. It is based on the work of the Harvard Negotiation Project, a group that deals with all levels of negotiation and conflict resolution. The third edition is thoroughly updated and revised. It offers readers a straight-forward, universally applicable method for negotiating personal and professional disputes without getting angry-or getting taken.

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Gastil, John. *Democracy in Small Groups*. Gabriola Island, B.C.: New Society Publishers, 1998.

John Gastil offers a variety of solutions to the problems commonly faced by small, democratic groups. He thoroughly explores the dynamics of practising democracy, including the relationship between speaking rights and listening responsibilities; the importance of full access to information and agenda setting; and ways to practice democracy in personal, family and neighborhood life. To help readers to choose the democratic structure most appropriate to their group, the book also surveys the full range of democratic processes -- including consensus, majority rule, and proportional outcomes.

Gastil, John and Peter Levine. *Deliberative Democracy Handbook: Strategies for Effective Civic Engagement in the Twenty-First Century*. San Francisco: Jossey-Bass, 2005.

The *Deliberative Democracy Handbook* is a resource for democratic practitioners and theorists alike. It combines rich case material from many cities and types of institutional settings with careful reflection on core principles. It generates hope for a renewed democracy, tempered with critical scholarship and political realism. Most important, this handbook opens a spacious window on the innovativeness of citizens in the U.S. (and around the world) and shows how the varied practices of deliberative democracy are part of a larger civic renewal movement.

Gesell, Izzy. *Playing Along: 37 Group Learning Activities Borrowed from Improvisational Theater*. Northampton, MA: Whole Person Associates, 1997.

Developed for group leaders who have no improvisational theater experience, these brief (5-10 minute) exercises activate the all-important learning skills of listening, accepting, affirming, imagining, and trusting-and pave the way for personal growth or organizational change.

Gray, Barbara. *Collaborating*. San Francisco: Jossey-Bass, 1989. Hansen, Morton. *Collaboration*. Cambridge, MA: Harvard Business Press, 2009.

Veteran mediator Barbara Gray presents an innovative approach to successfully mediating multi-party disputes. An excellent resource for managers, public officials and others working to solve complex problems such as labor disputes, disposal of toxic wastes, racial integration, and the use of biotechnology.

Harwood, Richard. *The Work of Hope*. Dayton, OH. The Kettering Foundation, 2012. (Can be downloaded for free at <http://workofhope.theharwoodinstitute.org/>)

In 1991, "Citizens and Politics: A View from Main Street" was released by author Richard C. Harwood and the Kettering Foundation. This groundbreaking study found that Americans were not apathetic about politics and public life, but instead felt pushed out, disconnected, and impotent. More than two decades later, the conversation has radically changed. If in 1991 people's main focus was about the political system and its ills, then 2012 is about something more distinctly human. People feel they live in a "Tower of Babel" - bereft of a sense of possibility, unable to come together and get things done, and exhausted by the public recrimination and acrimony that hold our public discourse hostage. But what Harwood also found during his travels across the country is a deep yearning among Americans to kick-start a new direction for the nation, a new sense of hope and possibility. Under the right conditions, people can and will start on this new path - turning outward toward their community with more openness, compassion, and concern for the common good. And this new path will take shape only through actions that start small and local, between and among people, in a place where they can begin on a human scale. The good news is that people are ready to start.

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Hogan, Christine. *Understanding Facilitation: Theory & Principles*. London, UK: Kogan Page Limited, 2005.

This book provides a readable introduction for newcomers to facilitation as well as a critical analysis of established and current theory for existing practitioners.

Hogan, Christine. *Practical Facilitation: A Toolkit of Techniques*. London, UK: Kogan Page Limited, 2003.

This toolkit of facilitation techniques should provide readers with all they need to develop and hone their facilitation skills. Complete with case studies of the techniques in action, *Practical Facilitation* covers traditional techniques and many new approaches such as the use of music, drama and storytelling.

Howard, V.A. and J.H. Barton. *Thinking Together*. New York: William Morrow and Company, 1992.

A guide to participating in rational discussions in the fields of business, teaching, or communication shows readers how to plan group inquiry, make decisions, and establish policy, all in a fair and impartial manner.

Howell, Johnna L. *Tools for Facilitating Team Meetings: Easy Tools that Help Plan, Organize, Conduct, and Evaluate Team Meetings*. Seattle, WA: Integrity Publishing, 1995.

Step-by-step planning tools to successfully facilitate team meetings. Over 100 facilitation tools to establish the flow of your meeting by selecting the agenda items, process tools, responsible person(s), timing, roles, logistics and materials.

Hunter, Dale. *The Art of Facilitation: The Essentials for Leading Great Meetings and Creating Group Synergy*. Revised edition. San Francisco: Jossey-Bass, 2009.

Dale Hunter offers the most current research available on the topic and reveals not only the challenges facilitators face, but also how to best navigate the facilitation process. This book also now includes a handy training program that can be used by a group of aspiring facilitators as a peer learning framework.

Iacofano, Daniel. *Meeting of the Minds: A Guide to Successful Meeting Facilitation*. Berkeley, CA: MIG Communications, 2001.

How well you conduct your meetings can make or break your team. This book will show you how to: effectively structure meetings; become a dynamic facilitator; resolve conflicts and reach consensus; deal with difficult, obstinate people; graphically record meetings to create group memories; determine if you really need a meeting. Case studies with clear examples are provided. Based on solid studies of human psychology and group dynamics, this book is advice straight from the trenches. Corporate managers and trainers, community leaders, city administrators, visionaries -- anyone who needs to manage teams -- will find useful processes and tools to help make your meetings more dynamic, effective, and successful.

Janis, Irving. *Victims of Groupthink: Psychological Studies of Policy Decisions and Fiascoes* (2nd ed.). Boston: Houghton-Mifflin, 1972.

In an unprecedented way, Janis applies ideas from small-group analysis to the explanation of policy fiascoes. He makes plausible the hypothesis that each of these events can, to a considerable extent, be attributed to the occurrence of a very specific and obviously detrimental phenomenon within the groups of decision-makers involved in their making. He calls this phenomenon "Groupthink."

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Janis, Irving and Leon Mann. *Decision Making: A Psychological Analysis of Conflict, Choice, and Commitment*. New York: The Free Press, 1977.

Presents a general descriptive theory of decision making under stress, which includes a typology of 5 distinctive patterns of coping behavior, including vigilance, hypervigilance, and defensive avoidance. The theory is illustrated with discussions of laboratory experiments, field studies, autobiographical and biographical material, and analyses of managerial and foreign policy decisions.

Johnson, David W. and Frank P. Johnson. *Joining Together: Group Theory and Group Skills (11th Edition)*. Pearson Education Limited, UK: 2012.

Joining Together introduces readers to the theory and research needed to understand how to make groups effective and, through exercises and thorough explanations, equips them with the skills required to apply that knowledge to practical situations. Chapters discuss the history of groups and group dynamics, the nature of experiential learning, group goals, communication within groups, leadership, power, decision making, controversy and creativity, and conflict management. More applied chapters focus on valuing diversity, cooperative learning, leading counseling groups, and team development and training.

Justice, Tom and Jamieson, David. *The Facilitator's Fieldbook (3rd ed.)*. N.Y: Anacom, 2012.

The Facilitator's Fieldbook gives managers, trainers, and group leaders in any industry the step-by-step procedures, checklists, guidelines, samples, and templates they need to make any group work like a well-oiled machine. *The Facilitator's Fieldbook* covers key areas including establishing ground rules; planning meetings and agendas; brain storming; resolving conflict; making decisions; and helping groups optimize their time. The third edition also provides new team-building exercises, as well as updated information on virtual meetings, mediation, strategic planning, and much more. Readers will find tips on maintaining the tone and flow of meetings, and guidelines for determining when to delegate projects to individuals rather than assembling a group.

Kaner, Sam, Lenny Lind, Cathy Toldi, Sarah Fisk and Duane Berger. *Facilitator's Guide to Participatory Decision-Making (3rd edition)*. San Francisco: Jossey-Bass, 2014.

Here is the central premise of this book: *multi-stakeholder collaboration is a critical success factor for solving the worlds' toughest problems*. The authors – seasoned consultants who have built their professional lives on the foundation of humanistic, participatory values – worked steadily on this book for eight years. It was a quest for us. We felt driven to gather what was already known – from social science research, from business books, from grassroots manuals, from programs and presentations developed by our colleagues – and to build strong models upon those foundations. We identified the core questions that had not yet been clearly addressed, and with the support of our clients we experimented with frameworks and methods and tools that might shed light. The goal was always to validate and unlock the transformative power of face-to-face groups: in effect, to contribute to the fulfillment of the promise of democracy. Throughout all those years, and even to the present day as we have revised and improved the book for the second and third editions, we have persisted in asking the fundamental question: “What does it take, what does it really take, for a group of thinkers to solve complex problems and make intelligent, sane decisions?” Our answers are in this book.

Kaner, Sam. “Working Effectively in Groups: Developing Your Collaborative Mindset.” In *Discover Your Inner Strength*. Sevierville, TN: Insight Publishing, 2009.

In this interview, Sam speaks directly to members of collaborative groups (not to facilitators). His purpose here is to help “everyday people” discover and strengthen their own ability to work effectively in groups.

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Kaner, Sam. "Promoting Mutual Understanding for Effective Collaboration in Cross-Functional Groups with Multiple Stakeholders." In Schuman, Sandy, ed. *The IAF Handbook of Group Facilitation: Best Practices from the Leading Organization in Facilitation*. San Francisco: Jossey-Bass, 2005.

Based on an actual *Community At Work* case, this article was originally presented by Sam Kaner at the Asia Facilitator's Conference in Borneo, in 2002. The case study illustrates the importance of helping groups "go to the hard place" -- to the *Groan Zone*, as we often call it. This article is among our most-well-written presentations of the *Diamond of Participatory Decision Making*, with emphasis on how to use the model in an actual real-life setting.

Kaner, Sam. "Five Transformational Leaders Discuss What They've Learned." In Schuman, Sandy, ed. *Creating a Culture of Collaboration: The International Association of Facilitators Handbook*. San Francisco: Jossey-Bass, 2006.

To prepare for this article, Sam Kaner invited five CEOs to dinner to candidly share their wisdom about cross-functional collaboration. All five had been Sam's clients, and all five had worked with Sam to produce meaningful "system change" in their own organizations using collaboration as the vehicle for those changes. Their reflections became the lead chapter in Dr. Schuman's book. It's stimulating, fun to read, and loaded with practical insight about many key problems facing executives who want to develop a more participatory culture in their organizations.

Kaner, Sam, Eileen Palmer, and Duane Berger. "What Can O.D. Professionals Learn From Grassroots Peace Activists?" *Vision/Action*, 9 (1989): 8 -12.

It's common knowledge that grassroots activists are on the front line of social change. Did you know they're also at the cutting edge of organizational design? In this article the authors give us a warm, vivid "insider's look" at the high-spirited, non-authoritarian organizational model they call *Community with a Mission*.

Kania, John and Mark Kramer. "Embracing Emergence: How Collective Impact Addresses Complexity." *Stanford Social Innovation Review*, 63, Winter 2011.

Organizations around the world have begun to see collective impact as a new and more effective process for social change. They have grasped the difference past articles emphasized between the isolated impact of working for change through a single organization versus a highly structured cross-sector coalition. Yet, even as practitioners work toward the five conditions of collective impact, many participants are becoming frustrated in their efforts to move the needle on their chosen issues.

Kearny, Lynn. *The Facilitator's Toolkit*. Amherst, MA: HRD Press, 1995.

Everything you need to effectively lead a team, plan group meetings, and foster team decision-making is now available in one handy toolkit. This collection of fully reproducible activities and techniques will benefit training specialists, supervisors, managers, team leaders and anyone else whose job success depends on the results produced by groups. It includes practical guidelines for managing every aspect of a group or team setting. If your organization is relying on team and group work to improve business processes, define needs, even reengineer the organization itself, this collection of activities and techniques will get you the results you need from your teams.

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Kepner, C.H. and B.B. Tregoe. *The New Rational Manager*. Princeton, NJ: Kepner-Tregoe, 2013.

One of the best-selling business books of all time, *The New Rational Manager* describes Kepner-Tregoe critical thinking processes for effective leadership and issue-resolution management that have been pressure tested across the world for over 50 years. Rational Process will allow you to “cut through the clutter” of business complexity and address the most serious challenges confronting your organization. This common language and process are essential for effective, efficient collaboration across teams, functions, and geographies.

Kolb, Deborah M. and Associates, *When Talk Works: Profiles of Mediators*. San Francisco: Jossey-Bass, 1997.

An intimate look at how twelve mediators achieve extraordinary results. Written in the style of the New Yorker, the book consists of twelve personal and compelling stories of successful mediators for all areas of our society. Kolb reveals who they are and what techniques they use to achieve results.

Lahey, George, Berit Lahey, Rod Napier, and Janice M. Robinson. *Grassroots and Nonprofit Leadership: A Guide for Organizations in Changing Times*. Gabriola Island, B.C.: New Society Publishers, 1996.

This book is for everyone who cares about the health of their organisations, especially if their organisations work for social change. It draws on the experience of a variety of effective organisational development professionals, community organisers and leaders of non-profit organisations, teaching a proactive approach to organisational life -- a sourcebook for all leaders and active members of change organisations.

Lind, Lenny with Karl Danskin and Todd Erickson. “Interactive Meeting Technologies.” In Bunker, Barbara, and Billie T. Alban. *The Handbook of Large Group Methods: Creating Systemic Change in Organizations and Communities*. San Francisco: Jossey-Bass, 2006.

This chapter is about using interactive technology as part of the large group process. Full and active participation is common in small groups, but often lost in large groups. This chapter focuses on how to enable full participation in a large group using interactive meeting technologies. It addresses available technological tools as well as challenges like time and commitment.

Means, Janet A. and Tammy Adams. *Facilitating the Project Lifecycle: The Skills & Tools to Accelerate Progress for Project Managers, Facilitators, and Six Sigma Project Teams*. San Francisco: Jossey-Bass, 2011

Step by step, *Facilitating the Project Lifecycle* guides the project manager/facilitator in making smart choices about when and how to pull key talent together to spell success for the project and ultimately the organization. The authors help you understand the benefits of using facilitated group work sessions to get work done better and more efficiently than more traditional individual work approaches. In addition, the book includes: recommendations for capitalizing on group knowledge to accelerate the building of key project deliverables and ensure their quality as they are built; a work session structure for planning, delivering, and following up facilitated work sessions; guides for building key project deliverables; sample agendas; and proven techniques for managing the group dynamics.

Michalko, Michael. *Thinkertoys, 2nd edition*. Berkeley, CA: Ten Speed Press, 2012.

In hindsight, every great idea seems obvious. But how can you be the person who comes up with those ideas? Creativity expert Michael Michalko reveals tools that will help you think like a genius. From the linear to the intuitive, this handbook details ingenious creative-thinking techniques for approaching problems in unconventional ways. Through fun and thought-provoking exercises, you'll learn how to create original ideas that will improve your personal life and your business life. Michalko's techniques show you how to look at the same information as everyone else and see something different.

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Nelson, Jo. *The Art of Focused Conversation for Schools, 3rd edition*. Bloomington, Indiana: iUniverse, Inc. 2013.

The Art of Focused Conversation for Schools demonstrates how the Focused Conversation method, widely used in organizations and businesses, can effectively be used in a K-12 educational setting. Each section deals with interactions among students, staff, and parents, and elaborates with over 100 sample conversations designed to make learning more meaningful, prevent and solve problems, and make communications in meetings more effective. Appendices showcase integrated curriculum examples where conversations have been used in unique combinations and list sample questions for each level of the conversation method. With a bibliography and index included, and patterned after its highly successful predecessor, *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace*, this book will be welcomed by parents, students, educators, and school administrators everywhere.

Nutt, Paul C. *Making Tough Decisions*. San Francisco: Jossey-Bass, 1989.

Provides in-depth guidance for making tough decisions, that is, high-stake decisions surrounded by conflict and uncertainty. Details methods that help managers avoid the bias and habitual behavior that lead to poor decision making--and presents examples from public, private, and nonprofit organizations that show how to tailor these methods to different situations.

Osborne, Alex. *Applied Imagination: Principles and Procedures of Creative Problem-Solving* (3rd ed.). Hadley, MA.: Creative Education Foundation, 1963.

Step by step, this book sets forth the ways in which all of us can more productively apply our innate creativity toward the betterment of our personal and occupational lives. As the leading textbook in a new field, it has done much to bring about a needed improvement in the nation's education - development of creative potential. In an address at M.I.T. in 1955, the author summed up as follows: "I submit that creativity will never be an exact science. In fact, much of it will always remain a mystery - as much of a mystery as 'what makes our heart tick?' At the same time, I submit that creativity is an art - an applied art - a workable art - a teachable art - a learnable art - an art in which all of us can make ourselves more and more proficient, if we will."

Owen, Harrison. *Open Space Technology: A User's Guide, 3rd edition*. San Francisco: Berrett-Koehler Publishers, 2008.

What if you could identify a mission-critical issue for your organization, bring together the people with something to contribute and something at stake, focus on that issue and take decisive action all in the same meeting? A fantasy? Not with the application of Open Space Technology. Open Space Technology is a methodological tool that enables self-organizing groups of all sizes to deal with hugely complex issues in a very short period of time. Authored by the originator of Open Space Technology, *Open Space Technology: A User's Guide* details what needs to be done before, during, and after an Open Space event. It is the most authoritative book available on how to plan and run a successful Open Space event. This 3rd edition adds a survey of the current status of Open Space Technology around the world, an updated section on the latest available technology for report writing (a key aspect of the Open Space process), and an updated list of resources.

Parker, Marjorie. *Creating Shared Vision: The Story of a Pioneering Approach to Organizational Revitalization*. Clarendon Hills, IL: Dialog International, Ltd., 1991.

Creating Shared Vision portrays the process of groups of people sharing responsibility for creating an organization's vision.. Ms. Parker's book shows how we can move along this path toward heightening everyone's genuine sense of influence and ownership of their organization.

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Patterson, Kerry, Joseph Grenny, Ron McMillan, Al Switzler, and Stephen R. Covey. *Crucial Conversations: Tools for Talking When Stakes are High, 2nd edition*. New York: McGraw-Hill, 2011.

When stakes are high, opinions vary, and emotions run strong, you have three choices: Avoid a crucial conversation and suffer the consequences; handle the conversation badly and suffer the consequences; or read *Crucial Conversations* and discover how to communicate best when it matters most. *Crucial Conversations* gives you the tools you need to step up to life's most difficult and important conversations, say what's on your mind, and achieve the positive resolutions you want. You'll learn how to: prepare for high-impact situations with a six-minute mastery technique; make it safe to talk about almost anything; be persuasive, not abrasive; keep listening when others blow up or clam up; and turn crucial conversations into the action and results you want.

Phillips, Gerald M. and Julia T. Wood. *Emergent Issues in Human Decision Making*. Carbondale, IL: Southern Illinois University Press, 1984.

This book is a critical examination of the concept of decision making or consensus that has held sway in thinking about groups since its introduction in the 1930s. As a part of the group dynamics movement, the concept of consensus was accepted perhaps without adequate reflection regarding its nature and utility as a way of thinking about and teaching about group process. The authors carefully define the concept, trace it historically, and critically evaluate its merit to create an understanding of what happens when groups of people come together to work things out. The result of their studies is the recognition that consensus is a concept, not an entity or a state of being.

Roberts, Joan M. *Alliances, Coalitions and Partnerships: Building Collaborative Organizations*. Gabriola Island, BC, Canada: New Society Publishers, 2004.

Multi-stakeholder processes are now recognized as crucial public participation tools in a variety of fields, including health, housing, community economic development, transportation and more. Nonprofits in these fields are frequently being asked to collaborate with community and government but lack guidance for doing so. This book outlines why and how to develop such organizations, how they can be most effective, and the special nature of power and leadership involved.

Rogers, Carl R. *The Carl Rogers Reader*. Edited by Howard Kirschenbaum and Valerie Land Henderson. Boston: Houghton Mifflin, 1989.

This remarkable collection provides a personal look at Rogers' youth, marriage, and aging, and also addresses personal growth, education, and "client-centered therapy."

Russo, J. Edward and Paul J.H. Shoemaker. *Decision Traps: The Ten Barriers to Decision-Making and How to Overcome Them*. New York: Simon and Schuster, 1990.

Two experts in business management show how to avoid the ten common pitfalls that ensnare decision makers. The very latest research in the fields of business and psychology has been distilled into practical training methods that will save readers from ever making a bad decision again.

Schein, Edgar. *Humble Inquiry: The Gentle Art of Asking Instead of Telling*. San Francisco: Berrett-Koehler, 2013.

Ed Schein defines Humble Inquiry as "the fine art of drawing someone out, of asking questions to which you do not know the answer, of building a relationship based on curiosity and interest in the other person." In this work, Schein contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry provides in many different settings, and offers advice on overcoming the cultural, organizational, and psychological barriers that keep us from practicing it.

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Schrage, Michael. *Shared Minds: The New Technologies of Collaboration*. New York: Random House, 1990.

Here is an examination of how better work and ideas can be created through collaboration--and a look at the tools now available to make collaboration work.

Schuman, Sandy. *The IAF Handbook of Group Facilitation: Best Practices from the Leading Organization in Facilitation*. San Francisco: Jossey-Bass, 2007.

Sponsored by the International Association of Facilitators, *The IAF Handbook of Group Facilitation* offers the need-to-know basics in the field brought together by fifty leading practitioners and scholars. This resource includes successful strategies and methods, foundations, and resources for anyone who works with groups. *The IAF Handbook of Group Facilitation* provides an overview of the field for new and aspiring practitioners and a reliable reference for experienced group facilitators.

Schuman, Sandy. *Creating a Culture of Collaboration: The International Association of Facilitators Handbook*. San Francisco: Jossey-Bass, 2006.

Collaboration is often viewed as a one-time or project-oriented activity. An increasing challenge is to help organizations incorporate collaborative values and practices in their everyday ways of working. In *Creating a Culture of Collaboration*, an international group of practitioners and researchers--from Australia, Belgium, Canada, Chile, New Zealand, Northern Ireland, United Kingdom, and the United States--provide proven approaches to creating a culture of collaboration within and among groups, organizations, communities, and societies.

Schwarz, Roger. *The Skilled Facilitator, revised*. San Francisco: Jossey-Bass, 2002.

When it was published in 1994, Roger Schwarz's *The Skilled Facilitator* earned widespread critical acclaim and became a landmark in the field. The book is a classic work for consultants, facilitators, managers, leaders, trainers, and coaches--anyone whose role is to facilitate and guide groups toward realizing their creative and problem-solving potential. This edition provides the essential materials for anyone that works within the field of facilitation and includes simple but effective ground rules for group interaction. Filled with illustrative examples, the book contains proven techniques for starting meetings on the right foot and ending them positively and decisively. This important resource also offers practical methods for handling emotions when they arise in a group and offers a diagnostic approach for identifying and solving problems that can undermine the group process.

Schwarz, Roger. *Smart Leaders, Smarter Teams: How You And Your Team Get Unstuck To Get Results*. San Francisco: Jossey-Bass, 2013.

More than ever, effective leadership requires us to work as a team, but many leaders struggle to get the results they need. When stakes are high, you can't get great results by just changing what you do. You also need to change how you think. Organizational psychologist and leadership consultant Roger Schwarz applies his 30+ years of experience working with leadership teams to reveal how leaders can drastically improve results by changing their individual and team mindset. This book provides practical guidance to help teams increase decision quality, decrease implementation time, foster innovation, get commitment, reduce costs and increase trust, and outlines 5 core values leadership teams can adopt to exponentially improve results.

Senge, Peter M., Art Kleiner, Charlotte Roberts, Rick Ross and Bryan Smith. *The Fifth Discipline Fieldbook*. New York: Currency, 1994.

Senge's best-selling *The Fifth Discipline* led Business Week to dub him the "new guru" of the corporate world; here he offers executives a step-by-step guide to building "learning organizations" of their own.

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Sheeran, Michael J. *Beyond Majority Rule*. Philadelphia: Philadelphia Yearly Meeting of the Religious Society of Friends, Book Services Committee, 1983.

It is hoped that this book will be useful to Catholics and other Christians in tracing how Friends successfully employ a tradition of religious decision making which is deeply embedded in Scripture but which other Christians have typically lost. In particular, the ways Quakers seem to avoid the problem which face Catholics new to the method are explored. Social scientists and political philosophers are invited to discover in Quakers what may be the only modern western community in which decision making achieves the group-centered decisions of traditional societies. The conclusion discusses Friends as a possible answer to the common contemporary wish for advancement beyond the fragmented individualism of "liberal" man. Newcomers to Quakerism and those in roles of leadership within the community may see in this study an outsider's understanding of the possibilities and pitfalls of the Quaker method of going beyond majority rule.

Shields, Katrina. *In the Tiger's Mouth: An Empowerment Guide for Social Action*. Gabriola Island, B.C.: New Society Publishers, 1994.

Katrina Shields guides you through each step of social awareness and activism, from determining what changes need to take place and how you can effect them, to how to approach listeners with bad news that they may not want to hear, as well as how to avoid burnout. Shields's book is geared toward social activism, but also holds valuable truths for negotiators in business or any human transaction, such as how to create bridges between you and the opposition.

Sibbet, David. *Visual Meetings: How Graphics, Sticky Notes and Idea Mapping Can Transform Group Productivity*. Hoboken, NJ: John Wiley & Sons, 2010.

Just as social networking has reclaimed the Internet for human interactivity and co-creation, the visual meetings movement is reclaiming creativity, productivity, and playful exchange for serious work in groups. *Visual Meetings* explains how anyone can implement powerful visual tools, and how these tools are being used in Silicon Valley and elsewhere to facilitate both face-to-face and virtual group work. This dynamic and richly illustrated resource gives meeting leaders, presenters, and consultants a slew of exciting tricks and tools.

Sibbet, David. *Visual Teams: Graphic Tools for Commitment, Innovation and High Performance*. Hoboken, NJ: John Wiley & Sons, 2011.

Visual Teams uses visual tools and methods to help teams—both face-to-face and virtual—reach high performance in today's work environment. As teams become more and more global and distributed, visualization provides an important channel of communication—one that opens up the group's mind to improving work systems and processes by understanding relationships, interconnections, and big picture contexts. *Visual Teams* shares best practices and uses visualization as a power tool for process improvement by providing teams with a common language for high performance.

Sibbet, David. *Visual Leaders: New Tools for Visioning, Management and Organization Change*. Hoboken, NJ: John Wiley & Sons, 2012.

Visual Leaders explores how leaders can support visioning and strategy formation, planning and management, and organization change through the application of visual meeting and visual team methodologies organization wide—literally "trans-forming" communications and people's sense of what is possible. It describes seven essential tools for visual leaders—mental models, visual meetings, graphic templates, decision theaters, roadmaps, Storymaps, and virtual visuals—and examples of methods for implementation throughout an organization. *Visual Leaders* answers the question of how design thinking and visual literacy can help to orient leaders to the complexity of contemporary organizations in the private, non-profit, and public sectors.

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Spencer, Laura J. *Winning through Participation*. Dubuque, IA: Kendall/Hunt Publishing Co., 1989.

This companion to the ICA's *Technology of Participation* (ToP) methods is a tool for those using participatory methods in organizations and communities. Through case studies and theory, it describes ToP methods and their benefits. Available in both English and Spanish.

Stanfield, R. Brian, ed. *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace*. Gabriola Island, BC, Canada: New Society Publishers, 2000.

Communication within many organizations has been reduced to email, electronic file transfer, and hasty sound bytes at hurried meetings. More and more, people appear to have forgotten the value of wisdom gained by ordinary conversations. But, at different times in history, conversation has been regarded as an art form - a crucial component of human relations. Conversation has the power to solve a problem, heal a wound, generate commitment, bond a team, generate new options, or build a vision. Conversations can shift working patterns, build friendships, create focus and energy, cement resolve. *The Art of Focused Conversation* convincingly restores this most human of attributes to prime place within businesses and organizations, and demonstrates what can be accomplished through the medium of focused conversation. The first Part describes the theory and background of the conversation method, which has been effectively used for group consensus making in: 1) problem solving; 2) troubleshooting; 3) coaching; 4) research and 5) interpretation of data. It also discusses how to prepare a conversation, how to lead a conversation, and what the common mistakes are. Part two then provides 100 sample conversations designed for use in many different situations, including: 1) reviewing and evaluating; 2) preparation and planning; 3) coaching, and mentoring; 4) data and media interpretation; 5) decision making; 6) managing and supervising; and 7) personal reflection and group celebrations.

Stanfield, R. Brian. *The Workshop Book: From Individual Creativity to Group Action*. Gabriola Island, BC, Canada: New Society Publishers, 2002.

The Workshop Book outlines the best practices of the workshop method, based on the Institute for Cultural Affairs' Technology of Participation,TM and its use in consensus formation, planning, problem solving, and research. It also discusses workshop preparation and design, leadership styles, dealing with difficult behaviors, and special applications such as its use in large groups and for planning purposes.

Stone, Douglas, Bruce Patton, Sheila Heen, and Roger Fisher. *Difficult Conversations: How to Discuss What Matters Most*. New York: Penguin Books, 2000.

We attempt or avoid difficult conversations every day-whether dealing with an underperforming employee, disagreeing with a spouse, or negotiating with a client. From the Harvard Negotiation Project, the organization that brought you *Getting to Yes*, *Difficult Conversations* provides a step-by-step approach to having those tough conversations with less stress and more success. You'll learn how to: decipher the underlying structure of every difficult conversation; start a conversation without defensiveness; listen for the meaning of what is not said; stay balanced in the face of attacks and accusations; and move from emotion to productive problem solving.

Strachan, Dorothy. *Making Questions Work: A Guide to How and What to Ask for Facilitators, Consultants, Managers, Coaches, and Educators*. San Francisco: Jossey-Bass, 2006.

This book is a desk reference for facilitators, leaders, coaches and anyone who wants to engage in more effective learning and decision-making conversations. It offers over 1700 rich questions that you can borrow or adapt to improve your inquiry skills, and provides clear frameworks that point to when, where, and why particular questions are most useful.

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Straker, David. *Rapid Problem-Solving with Post-It Notes*. Cambridge: De Capo Press, 1997.

Uses your favorite top-drawer tool — the Post-it™ Note. Great for individuals, great for groups — large or small. *Rapid Problem-Solving with Post-it™ Notes* shows you how to use six types of techniques: the Post-up, which provides methods for getting information into chunks; the Swap Sort, which shows listing and organization methods; the Top-down Tree, which works when the nature of the problem is unknown; the Information Map, which maps messy problems and complex relationships; and the Action Map, which plans actions or maps an existing process. There are more than 70 diagrams and examples for solving everyday problems.

Straus, David. *How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions*. San Francisco: Berrett-Koehler Publishers, 2010.

Collaboration is an everyday practice that many people find to be a frustrating, even exhausting, experience. *How to Make Collaboration Work* provides a remedy: five principles of collaboration that have been tested and refined in organizations throughout the world. Author David Straus shows that these methods can help any group make better decisions and function more effectively. The five principles are: Involve the Relevant Stakeholders, Build Consensus Phase by Phase, Design a Process Map, Designate a Process Facilitator, and Harness the Power of Group Memory. Each principle addresses the specific challenges people face when trying to work collaboratively, and each can be applied to any problem-solving scenario.

Tabaka, Jean. *Collaboration Explained: Facilitation Skills for Software Project Leaders*. NJ: Addison-Wesley Professional, 2006.

Since the early days of the agile movement, Jean Tabaka has been studying and promoting collaboration in agile environments. Drawing on her experience, she offers clear guidelines and easy-to-use collaboration templates for every significant project event: from iteration and release planning, through project chartering, all the way through post-project retrospectives. Tabaka's hands-on techniques are applicable to every leading agile methodology, from Extreme Programming and Scrum to Crystal Clear. Above all, they are practical: grounded in a powerful understanding of the technical, business, and human challenges you face as a project manager or development team member.

Toldi, Catherine. *Collaborative Thinking: Becoming a Community That Learns*. Ann Arbor, MI: University Microfilms International, 1993.

The crises of our time are complex, deeply affecting our social systems. This thesis is a description of an educator's efforts toward implementing systemic change as well as investigating the personal issues confronting professionals involved in promoting collaborative thinking as a means of resolving our common problems. The three main points addressed in this work are: (1) There are fundamental values which support collaborative thinking; (2) Effective collaborative work depends on tending to group process; and (3) Developing a learning attitude supports collaborative thinking. The development of a workshop to train facilitators was supported by a literature review. The narrative section of this thesis addresses: (1) methodology for workshop design; (2) description of the effectiveness of the workshop in teaching collaborative thinking attitudes and skills; (3) interpretation of the data gathered from workshop participants; and (4) implications for the field. The appendix includes the details of workshop production.

Troxel, James P. *Participation Works: Business Cases from Around the World*. Alexandria, VA: Miles River Press, 1993.

This rich array of examples illustrates how ToP methods have transformed the workplace in diverse settings in eleven countries. It shows how a participative work environment has enabled companies to expand market share, redirect goals to customer needs and increase productivity and performance.

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VanGundy, Jr., Arthur B. *Techniques of Structured Problem-Solving* (2nd ed.). New York: John Wiley & Sons, 1998.

This edition explains, demonstrates, and evaluates 105 tested problem-solving techniques. Having more techniques at your disposal enables you to solve a wider range of problems without wasting time looking for the best solution. In addition, you will find new techniques for classifying problems — to solve them faster as well as an expanded discussion of proven brainstorming and brainwriting methods.

Flow charts and guidelines make it a simple matter to quickly evaluate potential techniques and select the right one for solving a given problem. Step-by-step instructions show you how to immediately apply each technique. They include: analytical techniques; idea-generation methods; idea-selection procedures; idea-implementation strategies; and eclectic techniques.

Weisbord, Marvin. *Productive Workplaces, Revisited: Organizing and Managing for Dignity, Meaning and Community in the 21st Century* (3rd ed.). San Francisco: Jossey-Bass/Pfeiffer, 2012.

In *Productive Workplaces Revisited*, Marvin Weisbord takes the next step in exploring effective strategies for improving workplace productivity through dignity, meaning, and community. Remarkably, in this new edition the author revisits the case studies from the first edition, *Productive Workplaces*, to show the long-term effects of OD interventions - twenty-plus years after the fact and provides invaluable insights for practitioner and student alike. In five new chapters, Weisbord reinterprets his systems work in health care and steel-making, describes how “future search,” his method for “getting everybody improving whole systems,” has crossed cultures on five continents, and summarizes his learning from following up cases decades later. This edition also presents in-depth case studies of organizations that have used these techniques to increase output, cut costs, create strategic plans, manage conflict between functions, and more.

Williams, R. Bruce. *More Than Fifty Ways to Build Team Consensus*. Palatine, IL: IRI/Skylight Publishing, 2006.

This resource provides more than 50 practical, step-by-step activities and strategies for helping groups collaborate to build consensus and accomplish their goals.

Wilkinson, Michael. *The Secrets of Facilitation: The SMART Guide to Getting Results with Groups*. San Francisco: Jossey-Bass, 2012.

Based on Michael Wilkinson's SMART (Structured Meeting And Relating Techniques) approach, *The Secrets of Facilitation* can help to achieve stellar results when managing, presenting, teaching, planning, and selling, as well as other professional and personal situations. This edition includes new chapters on facilitating virtual meetings, cross-cultural teams, and large groups and conferences. It also provides a series of strategies for engaging teams, additional information about making meetings more productive, and further guidance on preventing dysfunctional behavior. In addition, the book contains a wealth of fresh case studies and an ancillary website with must-have tools and techniques for both the beginner and the seasoned facilitator.

Wilson, Priscilla H. *The Facilitative Way: Leadership That Makes the Difference*. Shawnee Mission, KS: Team Tech Press, 2003.

The Facilitative Way includes five approaches to working together effectively: mobilize energy to see innovative thinking and stimulate strategic action; orchestrate interactions to practice building collaborative relationships and create a supportive environment; generate reflection to promote questioning and listening and expand learning; ignite action to challenge comfort zones, create ownership and channel actions; and capture learning to sustain a rewarding learning environment.