Community Engagement Resources

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Journalism That Matters

Table of Contents

* The "Basics" are adapted from Holman, P. (2010). *Engaging Emergence: Turning Upheaval into Opportunity*. San Francisco: Berrett-Koehler Publishers.

Forms of Engagement

One to many---Many to many

|	Presentations & Panels	Town Halls, Surveys	New Styles of Storytelling	Information Exchanges	Collaborative Actions
IAP2 Spectrum	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER/COCREATE*
Intent	Information out	Public comment	More voices, options, ideas	Collective intelligence of a group	Broadly embraced systemic action
Benefits	Expert perspectives better understood	Public perspectives expressed	More nuanced understanding of different perspectives	Cultivates relationships and mutual understanding	Shared action that meets the needs of diverse individuals and the system --community, organization -- as a whole
Power & Participation (who sets the agenda, provides content, and interprets it?)	Hosts set the agenda, experts provide the content and interpret it.	Hosts set the agenda, individuals provide the content, experts or hosts interpret it.	Hosts may lightly set the agenda with a theme. Or individuals set their own agenda. Individuals provide content and interpret it.	Hosts, sometimes a mix of diverse partners, lightly set agenda with a theme. Individuals and experts provide content, interpretation is done collaboratively.	Hosts, usually a mix of diverse partners, lightly set the agenda with a theme and involve people from different aspects of a system. People from the "whole system" provide content and interpret it collaboratively.
Examples	• TEDx • Texas Tribune	St. Louis Public Radio #BeyondFerguson event	• Curious Nation • CIR Coloring book • Budget Hero • Jasiri X rapping the news • Oakland Voices • The Moth • Storycorps	Unite Rochester Listening Tour	We Create Here Affordable Housing
Approaches	Q&A	• Public Insight Network • Hearken • Groundsource	Comments	• World Café • Open Space Technology • Loomio.com • Maestro Conference • Zoom	• Open Space Technology • Future Search • Wisdom Council
					From What do journalists mean by engagement by Peggy Holman

Appreciative Inquiry Basics*

Purpose

Appreciative Inquiry (AI) is based in asking possibility-oriented questions that focus on what is working and what is possible to inspire collaborative and wise action.

Number of participants: 6-thousands
Typical Duration: 1 hour to 3 days
More information: appreciativeinquiry.case.edu
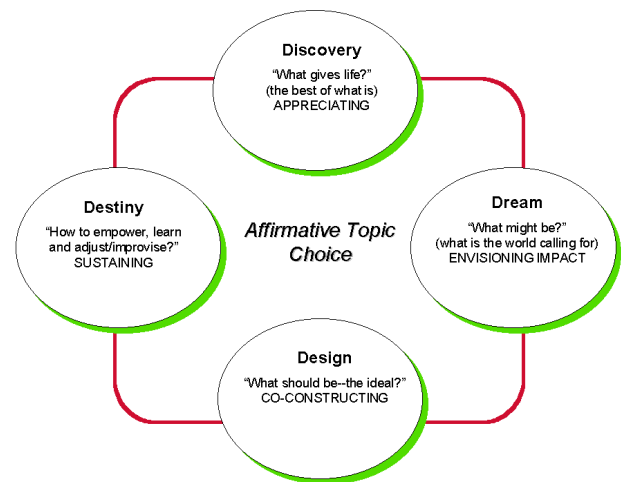
Principles

Constructionist Principle—We construct realities based on our previous experience, so our knowledge and the destiny of the system are interwoven.
Principle of Simultaneity—Inquiry and change are simultaneous.
Poetic Principle—The system's story is constantly coauthored and is open to infinite interpretations.
Anticipatory Principle—What we anticipate determines what we find.
Positive Principle—As an image of reality is enhanced, actions begin to align with the positive image.

Phases of an AI Process

Discovery—Mobilizing a multiple stakeholder inquiry into the positive core of a system.
Dream—Creating a results-oriented vision based in discovered potential and questions of higher purpose, such as "What is the world calling us to become?"
Design—Creating possibility-oriented design propositions of the ideal organization or community. Articulating a design capable of drawing upon and magnifying the positive core to realize the newly expressed dream.
Destiny—Strengthening the affirmative capability of the whole system. Enabling it to build hope and sustain momentum for ongoing positive change and high performance.

 At the center of this cycle is Affirmative Topic Choice. It is the starting point and most strategic aspect of any AI process. AI topics become an agenda for learning, knowledge sharing, and action. They get written into questions for Discovery interviews, and serve as seeds for Dreams, as arenas for crafting Design propositions, and for taking action in the Destiny phase.

The Steps in Brief

Setup: Space for paired conversations and groups of 4-6

Before the meeting
- *Select the focus area or topic(s) of interest*
- *Identify participants*
- *Develop an interview guide and interview strategy*

Sample Meeting
1. **Set the stage.** Welcome participants, speak to purpose and who is involved.
2. **Conduct interviews.** Invite people to find an interview partner, ideally someone they don't know well, provide the interview guide, along with some coaching on doing an interview (emphasis on listening, curiosity, drawing out the other person).
3. **Reflect on discoveries**. In groups of 4-6, identify interview highlights, patterns, themes, and intriguing possibilities.
4. **Imagine a desired future**. In groups of 6-8, use a "right-brained" activity like drawing, skits, clay sculptures to act out ideas that emerge from the discoveries.
5. **Create bold statements of aspirations** (provocative propositions). Ask each person to write a single statement that emerged from their experience. Cluster them and edit to develop guiding principles.
6. **Determine actions** to bring the principles to life. Self organize around ideas in the group.
7. **Organize to support action**. Make agreements about commitments, time frames, communication.
8. **Wrap up**. Invite closing reflections from participants.

Appreciative questions are…

- *Affirmative*
- *Personal* -- not abstract -- drawing from experiences and dreams
- *Open-ended,* not yes/no, either/or

They…
- Are an invitation to tell a story
- Are often ambiguous
- Invite fresh thinking/feeling
- Convey unconditional positive regard
- Evoke essential values, aspirations and inspirations
- Draw out the whole person, head, heart, thoughts, feelings, values
- Follow the energy and don't judge
- Seek a constructive arc, following a common rhythm: vent, aspire, act
- Frame options through values, not conflicts

They are questions for which you don't know the answer and are genuinely curious about.

Who to interview is as important as the questions asked.

Circle Basics*

Purpose
Circle process elicits deep speaking and listening that seems to arise from the form itself—a ring of chairs and a clearly defined purpose—inspiring collective wisdom and action.

Number of participants: 3-25
Typical Duration: 1-2 hours
More information: www.peerspirit.com

Principles and Practices
PeerSpirit Circling suggests three principles:
- Rotate leadership
- Share responsibility
- Rely on group synergy

And three practices:
- Speak intentionally
- Listen attentively
- Tend to the well-being of the group

Process
   Circle begins by *setting the circle space*, including establishing a visual center that represents shared purpose or intention. A *check-in*—each person speaking briefly without comment or interruption—connects people, as they slow down and fully arrive. Often, a talking piece—an object that, when held, reminds the bearer to address the question and reminds everyone else to listen with curiosity—ensures that everyone has a chance to speak without interruption.
   When coming together for the first time, circle participants discuss and *commit to group agreements*—often statements defining confidentiality, respectful interaction, and parameters of responsibility. Someone volunteers to act as *host*, leading the topic from within the rim. And someone volunteers to serve as *guardian* of group time and energy. Within this framework, circle members move into the business or intention of the meeting, generally in a *free-flowing conversation*. When the subject is challenging, circle members may choose to reinstate the talking piece to slow the dialogue and stay in a mode of deep listening. Circle is brought to closure with a *check-out*—a talking-piece round to reflect on what has happened and harvest learning.

The Steps in Brief

Setup: Chairs in a circle, no table

1. Explain the focus of the discussion, stated as a question; e.g., Resilience: what does it mean to me? what does it mean for us? Let people know why the subject is important to you (the host). Let them know what your hopes are for the discussion.

2. Describe the intent of the process:
   The circle as an effective configuration for an open discussion.
   This is about learning from each other. Not debate, not decision making.

3. Introduce 2 ground rules:
   - One person speaks at a time - focus on listening
   - "No Disagree" - spirit of inquiry, hearing many perspectives.
     If you want to disagree, use it as an opportunity to inquire:
     "That's an interesting perspective. Say more."

4. Check-in. Support an emphasis on listening by passing the "microphone" (otherwise known as a talking stick) to hear from everyone, without interruption.

5. Move to an open the discussion using some questions that are personally meaningful, informed by what comes out of the check-in.

6. For the last 15-20 minutes:
   Use the "microphone" to "check-out" – inviting thoughts on what participants are taking away from the discussion and any thoughts about the process itself

<u>Coaching</u>

<u>Speak with intention</u>
Be guided by your inner voice, speaking only when called. Speak from your own experience (use "I" language).

<u>Inquire</u> into your own or another's perspective. (For example: rather than saying "I disagree," say, "That's an interesting perspective. Why do you say that?") Your purpose is to understand, not to convince.

<u>Reflect</u> on what moves in you when listening to yourself and others. Your purpose is to uncover beliefs and assumptions hidden in the normalcy of culture.

<u>Self-monitor impact and contribution</u>
Pay attention to the meta-experience. Thinking together engages more than the mind. It is an integral experience, involving head, heart, mind and spirit. Bring all of your senses into sustaining a container that allows the many dimensions of any issue to surface and be known.

Open Space Technology Basics[*]

Purpose

Open Space Technology invites people to self-organize by taking responsibility for what they love as a means to address complex, important issues.

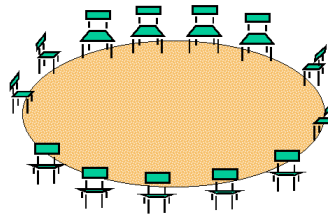**Number of participants**: 5-2,000+
Typical Duration: ½ day to 3 days
More information:
www.openspaceworld.org

Principles and the Law

The Law of Two Feet (or, with a nod to the disabled, the law of mobility) names the two fundamentals on which Open Space runs: passion and responsibility. Passion engages the people in the room. Responsibility ensures that things get done. The law invites participants to take responsibility for what they love -- standing up for that and using their two feet to move to whatever place they can best contribute and/or learn. Four principles become visible when following the law:

Whoever comes are the right people. Whoever is attracted to the same conversation are the people who can contribute most to that conversation—because they care. So they are exactly the ones—for the whole group—who are capable of initiating action.

Whatever happens is the only thing that could have. Use disruptions as a source of curiosity and creative exploration. Focus on NOW—the present time and place. Don't get bogged down in what could've or should've happened.

When it starts is the right time. The creative spirit has its own time. Contribute to the flow of creativity when it starts.

When it's over, it's over. Pay attention to the flow of creativity – not the clock. When energy starts to wane, ask: *Is it over?* If it is, apply the law of two feet. If it's not, make plans for continuing onward.

Process

An urgent theme or question focuses the event. The art of the question lies in saying just enough to evoke attention, while leaving sufficient open space for the imagination to run wild.

All participants are seated in a circle (or concentric circles if the group is large). The principles and the law are introduced. Participants identify any issue for which they have some genuine passion and are prepared to take personal responsibility. They come to the center of the circle, write their issue on a piece of paper, announce it to the group, and post the paper on the wall. When all the issues have been surfaced, the participants go to the wall, sign up for the issues they care to deal with, and get to work. From there on out, the group is self-managing. As small groups meet, they generate reports. Participants come together at the end of each day to reflect and reach closure for the session.

The Steps in Brief

Setup: Chairs in a circle, no table, multiple breakout spaces

Supplies: Markers, paper

Days Before
1. **Create a focusing question.** Frame the highest purpose and widest context for your discussion in a positive way.
2. **Invite the people.** Reach out to all the people who have a stake in the question. Include the theme, date, place and time of gathering in the invitation.

Day Of
3. **Create the circle.** Set up chairs in a circle or in concentric circles, leaving space in the center. Choose a blank wall for the Agenda Wall and label it AGENDA. Put blank sheets of paper and markers in the center of the circle.
4. **Set up breakout spaces**. (To determine the approximate number of spaces, take the number of participants divided by 2-3, divided by number of sessions. Example: For 30 people, assume 10-15 people will post sessions. With two time slots, you'll need 5-8 spaces.
    If you have one big room for the main circle, people can move their chairs for the breakout sessions and bring them back when they form the big circle.

    Sample timing:
        10 min Welcome
        20 min Set the intention and explain the process
        10 min Set agenda (post topics)
        60 min Breakout sessions
        60 min Breakout sessions
        30 min Plenary discussion: session highlights
        10 min Discuss next steps
        10 minutes Closing reflections (pass the mike)
5. **Welcome everyone**. Sponsor thanks participants for coming, speaks to the calling question and who is present.
6. **Explain the process**. Facilitator explains the theme, the process the group will follow to organize and to create a record (optional), the Law of Two Feet, and the Principles of

Open Space.

7. **Open the marketplace.** Invite anyone who cares about an issue to step into the middle of the circle, take paper and marker and write the topic and their name, announce it, and post it on the Agenda Wall – one sheet per topic—as many topics as he/she wants. They will be session hosts, responsible for facilitating their session(s) and seeing to it that a report is made and shared. If the session hosts want to combine their groups because they have similar topics, that's fine.

5. **Provide the final instructions**. When ALL offerings have been made, let participants know how much time they'll have for the conversations and when to reconvene as a whole group for closing activities. Invite people to sign up for what they are interested in and take responsibility for their schedules, using the Law of Two Feet.

6. **People participate in discussions**. While people talk, the Facilitator takes care of the space. Reporters create session reports and post on a News Wall in the room or in an online space.

7. **Share discussion highlights.** Reconvene in one circle to share highlights, "ahas" and next steps: simply listening to whatever people have to offer.

8. **Identify next steps**. Ask the group for a couple volunteers to take the lead from here. This is also a time to identify any other next steps.

9. **Wrap up**. Invite people to speak a word or phrase of closure, going around the circle. If you like, you can ask people to make individual commitments, though that can take a little longer.

10. **Repeat**. If it is a several day gathering, do steps 5 through 9 daily.

<u>After</u>

12. **Mail out whatever record is created.** and an address list to all who came. (optional)

The World Café Basics[*]

Purpose

The World Café fosters strategic dialogue by creating a living network of connected small-group conversations focused on shared "questions that matter" in order to foster the emergence of collective intelligence and committed action.

Number of participants: 12-2,000+
Typical Duration: 1.5-2 hours
More information: www.theworldcafe.com

Principles

When engaged as an integrated whole, these principles create the conditions that enable the "magic" of World Café dialogues to emerge and unfold:

- Set the context.
- Create hospitable space.
- Explore questions that matter.
- Encourage everyone's contribution.
- Cross-pollinate and connect diverse perspectives.
- Listen together for patterns, insights, and deeper questions.
- Harvest and share collective discoveries.

Process

Four people sit at a café-style table or in a small conversation cluster to explore a question or issue that matters to their life, work, or community. Other participants seated at nearby tables or in conversation clusters explore similar questions at the same time. As they talk, participants are encouraged to write down key ideas on large cards or to sketch them on paper tablecloths that are there for that purpose. After an initial 20- to 30-minute "round of conversation" in these intimate groups, participants are invited to change tables—carrying key ideas and insights from their previous conversation into the newly formed group. One "host" stays at each table to share with new arrivals the key images, insights, and questions that emerged from the prior dialogue. This process is repeated for several (generally three) rounds and is followed by a harvesting of the dialogue, to which all participants contribute.

The Steps in Brief

Set up:
The goal of this set up is to provide an atmosphere that feels like a Café, not a traditional conference or meeting room. That can include dimming the lights and playing music as participants enter.

- Tables and chairs of four set up Café style, randomly distributed in the room.

- On the tables:
  - Checkered tablecloths or other informal cloths
  - Two pieces of flipchart paper
  - Glass holding 5+ small or medium colored felt tip pens, (thin Mr. Sketch scented markers and other children's markers work well.)
  - Small vase with a fresh flower (small so that they don't obscure vision)
- Microphone(s)
- Worktable for supplies on the side of the room
- Painter's tape
- CD player with good speakers
- Plants around the room, if available.
- Art and quotes related to the subject of the conference on the walls
- Dimmed lights to set the mood

Supplies:
- Round tables and chairs for groups of 4 (circles of chairs can work if necessary)
- Informal table cloths
- Flip chart paper (2 sheets per table plus some for signage)
- 5-6 Crayons or felt tips of mixed colors at each table
- Glasses to hold the felt tips
- Vase with a flower for each table
- 1-2 wireless microphone(s) if warranted by group size
- Small worktable for facilitator
- Painter's tape
- Greenery for the room
- Music

If you have a visual recorder…
- 2-3 flip chart easels with sturdy backs and pads of unlined paper.
- Painter's tape for hanging flip chart sheets and murals
- Mural paper

Before the event

Questions to establish Café specifics
1. What is the core question(s) to be explored? How can we best communicate it's depth and passion (e.g., young pregnant woman speaking to business people about the future she wants for her children and suspects they want for their children)
2. How many people are participating? To establish number of tables.
3. How much time? To establish the length for each round, # of rounds, time for conversation as a whole
4. Using a graphic recorder?
5. How shall we integrate "experts" into the café?

Day of the Event

1. Post Café guidelines in the room.
2. Greeter welcoming people to sit with people they don't know and get acquainted.
3. Host welcomes the whole group in an informal way and poses a powerful question. Elaborate on personal passion for the question.
4. Facilitator speaks briefly about meeting as conversation as the way people learn
5. Introduce the core question to be discussed.
6. Provide a couple minutes for each person to reflect on the question with quiet music in the background
7. Introduce the guidelines for the conversations:
   - Link and build
   - Listen together for deeper themes
   - Play! Write or draw key ideas on your tablecloths.
7. Approximately 20 minutes in, raise hand for silence and shift tables with one person staying behind as host to welcome the new guests and share the essence of the just-completed conversation, using the notes and drawings on the tablecloth. Guests bring the seeds of their conversations to this new one. Continue the conversations "listening into the center". Look for common themes, patterns, and deeper questions that are emerging from the shared listening and cross-pollination of ideas.
8. Approximately 20 minutes later, switch again.
9. Leave about 20 minutes at the end to have a "conversation of the whole." If appropriate, call for a moment of silence to notice the energy in the room, the sense of connectedness. Ask people to share insights that emerged from their conversations; to add something to the larger conversation whenever they heard connections to their table's conversations. Ask for the deeper questions that emerged
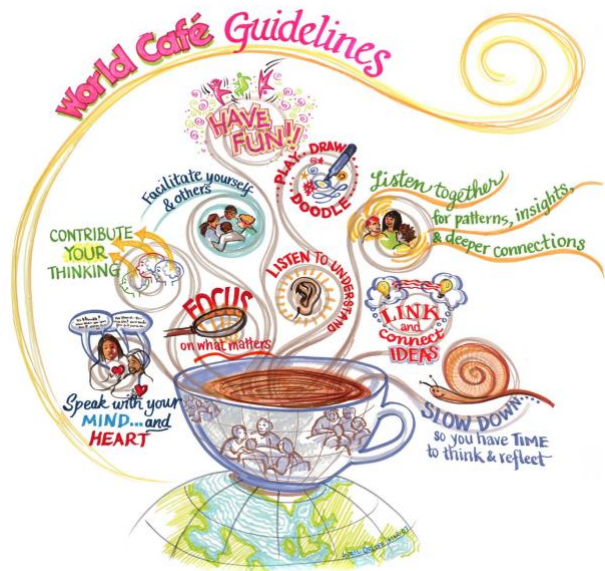
Notes:
If dealing with a particularly divisive topic, put a "dialogue stone" in the center of each table and offer some of the basics of dialogue (slower pace, listening, spirit of inquiry, suspending judgment)

Thirty-Five

Purpose
Crowd source ideas or reflections from a group.

Present an open-ended question to elicit useful responses from participants. Or reflect on an earlier experience and identify important lessons learned.

Participants
Any number. The best activity involves 10-100.

Time
15-30 minutes

Materials
- Index cards
- Whistle

Flow

Step	Facilitator	Participants
1. Write responses.	Ask an open-ended question. Instruct participants to write a response to the question.	Write a short and specific response on an index card.
2. Exchange responses.	Begin and end the exchange process.	Walk around the room, exchanging cards with each other without reading the responses.
3. Compare and score.	Give instructions.	Find a partner. Compare the responses on two cards. Distribute 7 points between the two cards to reflect the relative values of the responses.
4. Repeat the process.	Repeat the previous two steps four more times.	Exchange cards. Find a new partner. Compare the responses on the two cards and distribute 7 points. Write the new point values below the previous ones. Repeat this process four times.
5. Identify the top-scoring responses.	Ask participants to find the total score. Count down to identify the top scoring responses.	Stand up and read the response when the countdown reaches your total. Listen to other top-scoring responses.

Brief participants. Recall an earlier experience. Ask each participant to write an item on an index card that captures an important lesson learned from this experience. Instruct participants to keep the item short, specific, clear, and legible. Ask for an example to illustrate the item. Announce a suitable time limit.

Let go. After 3 minutes, blow the whistle and give instructions for getting ready for the next steps. Ask each participant to review his or her idea and silently gloat about its elegance and power. Then, ask participants to emotionally detach themselves from their guideline and get ready to launch it into the world.

Switch items. Ask participants to their turn cards down to hide the item. When you blow the whistle, participants are to stand up, walk around, and exchange the cards with each other. Participants should not read the items on the cards they receive but should immediately exchange it with someone else. They should continue doing this until you blow the whistle again.

Find a partner. Blow the whistle to begin the exchange process. After about 20 seconds, blow the whistle again to stop the process. Ask participants to stop moving and to pair up with any other nearby participant.

Compare and score. Ask each pair of participants to review the two items on the two cards they have. They distribute seven points between these two items (no fractions or negative numbers) to reflect their relative merit. Participants write these numbers on the back of the cards.

Conduct the second round. After a suitable pause for scoring, blow the whistle again and ask participants to repeat the process of moving around and exchanging cards. When you blow the whistle again after 20 seconds or so, participants stop moving, find a partner, compare the two items on their cards, and distribute seven points. Write the new score points below the previous ones.

Conduct three more rounds. Tell participants that you will be conducting three more rounds of the activity. Suggest to participants that they maintain high levels of objectivity by disregarding earlier numbers and by keeping a poker face when they have to comparatively evaluate the item they themselves wrote.

Count down to the high scoring items. At the end of the fifth round, ask participants to add the five score points and write the total. After a suitable pause, count down from 35. When a participant hears the total on the card, he or she reads the item on the card. Continue this process until you have identified the top 5-10 items.

Discuss the items. Briefly invite participants to reflect on what they learned.

Follow up. Thank participants for generating the items and evaluating them. Ask for a volunteer to type up a complete set of items and distribute them. (Be sure to follow up on this promise!)

How To Design Your Own Thirty-Five *Games*

Prepare a suitable question. Here are two important requirements for the question:
- It must be open ended to permit a wide variety of acceptable responses rather than a single correct response.
- It must elicit a short answer.

Here are three general types of open-ended questions that can be used in Thirty-Five:
- Questions that require a practical suggestion (or guideline, or principle, or technique, or strategy, or prescription, or recommendation). *Example: What guideline would you suggest for encouraging the inclusion of all team members?*
- Questions that require the identification of a root cause or a key factor. *Example: What do you think is the major reason why some team members feel left out?*
- Questions that require the identification of an effect or probable result *Example: What would happen if we gave all members equal time to speak during team discussions?*

Examples
Here are the open-ended questions that our friends have incorporated in some recent Thirty-Five games:
- How would you respond to a coworker who tells you an insensitive ethnic joke?
- Here's one version of the Golden Rule: "Treat others as you would like to be treated". How would you rewrite this rule to incorporate current ideas about diversity?
- What is an effective business justification for a diversity program?
- What international law would you suggest for combating global terrorism?
- In her book, *Life's 2% Solution* , Marcia Hughes recommends that you commit just 2% of your time—or 30 minutes a day—doing something truly gratifying. What 30-minute task would you recommend to everyone?
- If you were invited to make a recommend to a policy committee for the prevention of sexual harassment in your organization, what would you recommend?
- If you were contacted by intelligent alien life from another planet, what would be the first question that you would ask?

Adapted from Thiagi website, April 3, 2015 *by The Thiagi Group, Inc.*
http://www.thiagi.com/archived-games/2015/2/22/thirty-five-for-debriefing?rq=thirty-five

and *from THIAGI GAMELETTER. Copyright © 2008 by The Thiagi Group, Inc.*
http://thiagi.net/archive/www/pfp/IE4H/march2008.html#Framegame

Resources

From Journalism That Matters' [Engagement Hub](#)

What is community engagement?

- [Engaging Communities: Content and Conversation](#) — Joy Mayer explains more about what engagement is and examples that make it work.

- [Forms of Engagement](#) – Peggy Holman offers a grid characterizing a spectrum of what journalists mean by engagement.

Why do it?

- [Lessons from the Local News Lab: Expanding Community Engagement](#) – Josh Stearns and Molly de Aguiar of the Geraldine R. Dodge Foundation share their learnings to date of their multi-year experiment.

- [Tracing the links between civic engagement and the revival of local journalism](#) — Dan Kennedy, professor at Northeastern University creates a case that the public as it stands currently isn't enough for journalism. This article introduces research from his book "The Wired City" that the public first has to be created, nurtured, and given a voice.

How do you do it?

- [Public Insight Network](#) — Public Insight Network provides a vast repository of community expertise for journalists.

- [Storytelling Tips | The Moth](#) — The Moth is an acclaimed not-for-profit organization dedicated to the art and craft of storytelling. Since its launch in 1997, The Moth has presented thousands of stories, told live and without notes, to standing-room-only crowds worldwide. This short guide offers some key tips on keeping your audience engaged using nothing but your own voice.

- [Kettering Foundation democratic practices](#)— A quick primer and framework on approaches to solving public problems. Put together by the Kettering Foundation, which has worked since 1927 to answer the question: What does it take for democracy to work as it should?

- [Writing stories that engage](#) – Three Kettering Foundation concepts identified by ASNE diversity committee members who attended a Kettering learning exchange.

Face to Face Engagement Practices

- [Gather: The Art and Science of Effective Convening: The Rockefeller Foundation](#) — This guidebook is the result of a two year partnership between the Rockefeller Foundation and the Monitor Institute. It is designed to help organizations make decisions that will: Determine whether or not to host a convening; Clarify a purpose for the convening that shapes all other decisions; Build an effective team; Curate an experience; Ensure follow through for impact.

- [The Appreciative Inquiry Commons](#) — The "AI Commons" is a worldwide portal devoted to the fullest sharing of academic resources and practical tools on Appreciative Inquiry and the rapidly growing discipline of positive change.

- [The World Café](#) — The World Cafe method is a social technology that is drawn from seven integrated design principles to build effective convening. 1) Set the Context 2) Create Hospitable Space 3) Explore Questions that Matter 4) Encourage Everyone's Contribution 5) Connect Diverse Perspectives 6) Listen together for Patterns and Insights 7) Share Collective Discoveries.

- [Open Space Technology](#) — Open Space Technology is an "unconference" facilitation framework that supports a diverse, even conflicted group to self-organize around what's important to them.

On creating great questions

   Excellent resources for crafting questions that engage.

- [Strategic Questioning: an approach to creating personal and social change](#) by Fran Peavey. A superb short article, with a great example (claning up the Ganges River in India) and great advice.

- [Strategic Questioning Manual](#) by Fran Peavey

- [The Art of Powerful Questions: Catalyzing Insight, Innovation and Action](#) by Eric E. Vogt, Juanita Brown, and David Isaacs

Videos

- *The Civic Council Process* *("Bürgerrat") in Austria: "How do we deal best with the influx of refugees?" video* (5:19):

- Open Space Videos
  - Empowering Communities Through Conversation: How do entrepreneurship and diversity intersect? Created by The Gazette Company, this video tells the story of an Open Space through the eyes of two reporters. (4:44)
  - Open Space Technology: Facilitation of a complex business issue. Mostly visual, it makes the process clear. (1:57)
  - Art of Hosting – Open Space. Hear from participants and facilitators. (3:10)
  - U S West Open Space. Hear from Harrison Owen, creator of Open Space, and participants of a multi-day, 200-person meeting. (16:06)

- World Café. Hear from participants and facilitators while seeing the format in action. (3:38)

Books and Articles

Practices

Axelrod, D. & Axelrod, E. (2014). ***Let's Stop Meeting Like This: Tools to save time and get more done.*** San Francisco: Berrett-Koehler Publishers.
The Axelrods dive into the details of their "meeting canoe" – a format for designing meetings that engage.

Baldwin, C., & Linnea, A. (2010). ***The Circle Way: A Leader in Every Chair***. San Francisco, CA: Berrett-Koehler.
Using images, stories and step-by-step instructions, Baldwin and Linnea teach the basics of circle and explore its deeper meanings. Purpose of the Circle Process: To focus on the power of communication to release the full potential of working groups.

Bohm, D. (1996). ***On Dialogue***. New York: Routledge.
A classic by theortical physicist, David Bohm, on his experiements with dialgoue.

Brown, J., Isaacs, D., & Community, W. C. (2005). ***The World Cafe: Shaping Our Futures Through Conversations That Matter***. San Francisco, CA: Berrett-Koehler.
In addition to offering a simple, yet powerful process for thinking together and creating actionable knowledge, Brown and Isaacs put conversational practices in a larger context. Purpose of the World Café: To foster the conditions for the emergence of collective intelligence by engaging people in dynamic strategic conversations around questions that matter to their life and work.

Cooperrider, D. L. (2000). **Positive Image, Positive Action: The Affirmative Basis of Organizing**. *Appreciative Inquiry: Rethinking Human Organization Toward a Positive Theory of Change*, 29–53.
Dense with insight, a classic article articulating foundational ideas of Appreciative Inquiry.

Holman, P., Devane, T., & Cady, S. (2007). ***The Change Handbook: The Definitive Resource on Today's Best Methods for Engaging Whole Systems*** (2nd ed.). San Francisco, CA: Berrett-Koehler.
   Describes sixty-one change methods for engaging whole systems.

Neal, C. & Neal, P. with Wold, C. (2011). ***The Art of Convening: Authentic engagement in meeetings, gatherings, and conversations***. San Francisco: Berrett-Koehler Publishers.

Owen, H. (2008). ***Open Space Technology: A User's Guide*** *(3rd ed.).* San Francisco, CA: Berrett-Koehler Publishers.
   A hands-on, detailed description of facilitating Open Space Technology. Purpose of Open Space Technology: To enable groups to address complex, important issues as a high performing system by inviting people to take responsibility for what they love for a few hours, a few days, or as an everyday practice.

Sibbet, D., (2010). ***Visual Meetings: How Graphics, Sticky Notes and Idea Mapping Can Transform Group Productivity***, San Francisco, CA: Berrett-Koehler.
      Written by one of the creators of graphic recording and visual facilitation, this book provides a wealth of information on the process.

Weisbord, M., & Janoff, S. (2010). ***Future Search: Getting the Whole System in the Room for Vision, Commitment, and Action*** *(3rd ed.).* San Francisco, CA: Berrett-Koehler.
   Provides a wealth of tools, handouts, and other practical aids for conducting a future search. Purpose of Future Search: To evolve a common ground future for an organization or community and develop self-managed plans to move toward it.

Whitney, D., & Trosten-Bloom, A. (2010). ***The Power of Appreciative Inquiry: A Practical Guide to Positive Change*** *(2nd ed.).* San Francisco, CA: Berrett-Koehler.
   An overview of AI's process and principles using stories to illustrate its use and benefits in organizations. Purpose of Appreciative Inquiry: To enable full voice appreciative participation that taps the organization's positive change core and inspires collaborative action that serves the whole system.

Zubizarreta, R. (2014). ***From Conflict to Creative Collaboration: A User's Guide to Dynamic Facilitation.*** Minneapolis, MN: Two Harbors.
      Dynamic Facilitation (DF) helps individuals, groups, and large systems to address difficult, messy, or impossible-seeming issues, resulting in new possibilities, greater trust and collaboration, practical action steps, motivation, and exciting outcomes. It does this by stimulating a heartfelt creative quality of thinking called choice-creating, whereby people seek win-win breakthroughs.

The Group Pattern Language Project, Eugene, OR. *GroupWorks Deck.* Retrieved from
http://www.groupworksdeck.org
> *Rather than a book, the recently published card deck offers a creative approach to understanding what skilled facilitators and other participants do to make things work.*

Contributions to Theory

Note: Some of these books talk don't explicitly talk about system change in social systems. Making the connection between the ideas and working with human systems is up to the reader.

Bohm, D. & Edwards, M. (1991). Changing Consciousness: Exploring the Hidden Source of the Social, Political and Environmental Crises Facing our World. New York: Harper San Francisco.
> *An eye-opening classic by theoretical physicist David Bohm that makes the case for dialogue as essential for solving the world's most intractable challenges.*

Bushe, G.R. & Marshak, R.J., eds. (2015). ***Dialogic Organization Development: The Theory and Practice of Transformational Change***. San Francisco: Berrett-Koehler Publishers.
> *A new contribution that highlights a theory based in narrative & discourse, generative image, and complexity. (Disclosure: I have a chapter on Complexity, Self-organization, and Emergence in it.)*

Holman, P. (2010). ***Engaging Emergence: Turning Upheaval into Opportunity.*** San Francisco, CA: Berrett-Koehler Publishers.
> *A road map for tackling complex challenges, providing stories, principles, and practices for inviting people to come together and turn disruptions into possibilities.*

Olson, E. & Eoyang, G. (2001). ***Facilitating Organization Change: Lessons from Complexity Science.*** San Francisco, CA: Jossey-Bass/Pfeiffer.
> *Focuses on how the emerging paradigm of a complex adaptive system affects the role of change agents.*

Johnson, S. (2001). ***Emergence: The Connected Lives of ants, brains, cities, and software***. New York, NY: Scribner.
> *A layman's description of emergence theory and its applications.*

Kaufman, S. (1996). ***At Home in the Universe: The Search for the Laws of Self-Organization and Complexity***. New York, NY: Oxford University Press.
> *Kauffman, a MacArthur Fellow and pioneer of complexity, provides a fascinating look at the forces for order that lie at the edge of chaos.*

Kuhn, T. (1962). ***The Structure of Scientific Revolutions***. Chicago, IL: University of Chicago Press.

A classic history of science that coined the term "paradigm shift". Kuhn makes visible a pattern of change in which scientists move from disdain through doubt to acceptance of a new theory.

Meadows, D. (2008). ***Thinking in Systems: A Primer****.* (D. Wright, Ed.) White River Junction, VT: Sustainability Institute.
Meadows brings systems thinking into the tangible world to help readers develop systems-thinking for 21st-century life.

Owen, H. (2008). ***Wave Riders: Leadership for High Performance in a Self-organizing World.*** San Francisco, CA: Berrett-Koehler.
Using his unique and interesting folksy writing style Owen explores the magic of self-organization.

Polak, F. (1973). ***The Image of the Future****.* Translated and abridged by Elise Boulding. Amsterdam, The Netherlands: Elsevier Scientific/San Francisco, CA: Jossey-Bass.
A challenging and provocative classic that studies culture and history to draw relationships between imagined futures and the dynamics of culture. A foundational influence on Appreciative Inquiry.

Shaw, P. (2002) ***Changing Conversations in Organizations: A Complexity Approach to Change.*** New York, NY: Routledge.
Shaw describes an approach to organizational change and development that is informed by a complexity perspective.

Stacey, R. (1996). ***Complexity and Creativity in Organizations****.* San Francisco, CA: Berrett-Koehler.
Focuses on what leadership means in an environment where complete control is not possible.

Waldrop, M. M. (1992). ***Complexity: The Emerging Science at the Edge of Chaos****.* New York, NY: Simon and Schuster.
Reading like a novel, Waldrop's groundbreaking, bestselling classic takes readers into the hearts and minds of the scientists to tell the story behind the scientific revolution in complexity as it unfolds.

Wheatley, M. (2006). ***Leadership and the New Science: Discovering Order in a Chaotic World*** *(3rd ed.).* San Francisco, CA: Berrett-Koehler.
Wheatley's classic launched a revolution by demonstrating that ideas drawn from quantum physics, chaos theory, and molecular biology could improve organizational performance.

Cases

Bunker, B. & Alban, B. (2006). ***The Handbook of Large Group Methods: Creating Systemic Change in Organizations and Communities.*** San Francisco, CA: Jossey-Bass.

Provides cases of how Large Group Methods are being used to address twenty-first-century challenges in organizations and communities.

Hawken, P. (2008). ***Blessed Unrest: How the Largest Social Movement in History Is Restoring Grace, Justice, and Beauty to the World***. New York, NY: Penguin.
Based on a decade researching organizations that are restoring the environment and fostering social justice, Hawken makes visible the largest movement on earth, a movement that has no name, leader, or location and that has gone largely ignored by politicians and the media.

Kahane, A. (2010). ***Power and Love: A Theory and Practice of Social Change***. San Francisco, CA: Berrett-Koehler.
Using stories from complex situations he has been involved in all over the world—the Middle East, South Africa, Europe, India, Guatemala, the Philippines, Australia, Canada and the United States—Kahane explores how to balance power and love.

Weisbord, M. (1992). ***Discovering Common* Ground*: How Future Search Conferences Bring People Together to Achieve Breakthrough Innovation, Empowerment, Shared Vision, and Collaborative Action.*** San Francisco, CA: Berrett-Koehler.
A classic bringing together cases from around the world for creating shared vision, innovation, commitment, and collaborative action that exceed what people thought possible.

Westley, F., Zimmerman, B., & Patton, M. (2006). ***Getting to Maybe: How the World is Changed.*** Toronto, Canada: Vintage Canada.
By studying real-life examples of social change through a systems-and-relationships lens, the authors of Getting to Maybe tease out the rules of engagement between volunteers, leaders, organizations and circumstance.

Related Subjects

Axelrod, R. (2010). ***Terms of Engagement.*** San Francisco, CA: Berrett-Koehler.
Axelrod offers a strategy for getting everyone—not just select committees or working groups—committed to organizational transformation by showing how to foster engagement through everyday conversations, staff meetings, and work design.

Block, P. (2008). ***Community: The Structure of Belonging.*** San Francisco: Berrett-Koehler Publishers.
A seminal resource for understanding the potential of engagement in communities.

Bornstein, D. (2007). ***How to Change the World: Social Entrepreneurs and the Power of New Ideas*** (Updated ed.). New York, NY: Oxford University Press.
Bornstein provides vivid profiles of social entrepreneurs, intertwining personal stories, anecdotes, and analysis. Discover how one person can make an astonishing difference in the world.

Dressler, L. (2010). ***Standing in the Fire: Leading High-Heat Meetings with Calm, Clarity, and Courage.*** San Francisco, CA: Berrett-Koehler.

Dressler offers principles and practices for facilitators to work on themselves—to keep their emotional balance no matter how overheated things threaten to become. It brings together teachings from western psychology, eastern spiritual practices, the arts, social sciences and medical research.

Patton, M.Q. (2011). ***Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use***. New York: The Guilford Press.

Patton offers of a process for evaluation when working with complex systems, like communities.

Weisbord, M. (2012). ***Productive Workplaces: Dignity, Meaning and Community in the 21st Century (3rd ed).*** San Francisco, CA: Jossey-Bass.

A recently revised classic and wonderful history of the events, schools of thought, and controversies that have punctuated the OD field from its beginnings.

Weisbord, M. & Janoff, S. (2015). ***Lead More, Control Less: 8 Advanced Leadership Skills That Overturn Convention***. San Francisco: Berrett Koehler Publishers.

The most current offering from two leaders in the field of engagement.

Weisbord, M. & Janoff, S. (2007). ***Don't Just Do Something, Stand There! Ten Principles for Leading Meetings That Matter.*** San Francisco, CA: Berrett-Koehler.

Ten principles that will allow you to get more done in meetings by doing less.