



Recommended Reading

prepared by Marty Jacobs

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Systems Thinking/Organizational Learning

Communities of Practice, Etienne Wenger, 2006. This book proposes a social theory of learning that the author refers to as "communities of practice." It is based on the assumption that learning is both life sustaining and inevitable and is a fundamentally social phenomenon, reflecting our own deeply social nature as human beings capable of knowing.

Cultivating Communities of Practice, Etienne Wenger, Richard McDermott, and William M. Snyder, 2002. The authors argue that while communities of practice form naturally, organizations need to become more proactive and systematic about developing and integrating them into their strategy. This book provides practical models and methods for stewarding these communities to reach their full potential—without squelching the inner drive that makes them so valuable.

The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations, Peter M. Senge, Art Kleiner, Charlotte Roberts, George Roth, Rick Ross, and Bryan Smith, 1999. This book provides a formidable response to businesspeople wondering how to make the principles of systems thinking and organizational learning stick. The authors outline potential obstacles (such as initiating transformation, personal fear and anxiety, and measuring the immeasurable) and propose ways to turn these obstacles into sources of improvement. The authors present an insider's account of long-term maintenance efforts at General Electric, Harley-Davidson, the U.S. Army, and others who are learning organizations, along with experience-based suggestions and exercises for individuals and teams.

The Fifth Discipline: The Art and Practice of The Learning Organization, Peter M. Senge, 1990. Senge proposes the "systems thinking" method to help a corporation to become a "learning organization," one that integrates at all personnel levels in differently related company functions (sales, product design, etc.) to "expand the ability to produce." He describes requisite disciplines, of which systems thinking is the fifth. Others include "personal mastery" of one's capacities and "team learning" through group discussion of individual objectives and problems. Employees and managers are also encouraged to examine together their often negative perceptions or "mental models" of company people and procedures.

The Fifth Discipline Fieldbook, Peter Senge, Art Kleiner, Charlotte Roberts, Richard B. Ross, and Bryan J. Smith, 1994. This book takes the theory of learning organizations and puts it into practice. It shows how to create an organization of learners and how organizations can undo their “learning disabilities.” It covers the following topics: reinventing relationships, being loyal to the truth, strategies for developing personal mastery, building a shared vision, systems thinking in an organization, designing a dialogue session, strategies for team learning, organizations as communities, and designing an organization’s governing ideas.

Learning Organizations: Developing Cultures for Tomorrow’s Workplace, Sarita Chawla and John Renesch, editors, 1995. This book contains essays by thirty-nine of the most respected practitioners and scholars of this topic. This definitive collection is rich in concept and theory as well as application and example. The essays are presented in four main parts: 1) Guiding Ideas, 2) Theories/Methods/Processes, 3) Infrastructure, and 4) Arenas of Practice.

Learning for Sustainability, Peter Senge, Joe Laur, Sarah Schley, and Bryan Smith, 2006. This book was written as a vehicle for sparking conversation and encouraging dialogue about how to develop the confidence and capabilities to create a world we will be proud to leave our grandchildren. The collection of twelve articles and exercises is based on the Fifth Discipline fieldbook format, and is intended for leaders at levels engaged in all types of enterprises, both local and global.

Organizational Learning II: Theory, Method and Practice, Chris Argyris and David A. Schon, 1995. This book expands and updates the ideas and concepts of the authors' ground-breaking first book. With new examples and the most up-to-date information on the technical aspects of organizational and management theory, Argyris and Schon demonstrate how the research and practice of organizational learning can be incorporated in today's business environment. It features chapters focused around the Introduction to Organizational Learning; Defensive Reasoning And The Theoretical Framework That Explains It; Inquiry-Enhancing Intervention and Its Theoretical Basis; and Strengths and Weaknesses Of Consultation and Research In The Field Of Organizational Learning.

Overcoming Organizational Defenses: Facilitating Organizational Learning, Chris Argyris, 1990. Argyris' basic thesis is that organizations create a set of processes that prevent them from changing what they believe they should change. Much of the book discusses these impediments to organizational change, including the following topics: how the prevalent social virtues of our society are frequently applied in ways which work against us; how we typically avoid putting ourselves and/or others into situations which may be perceived as either threatening or embarrassing, even if it would be for their benefit; how organizations grow to use defensive routines skillfully and sub-consciously; and how the values and beliefs we espouse can be quite different from the ones we actually act upon. Some of the solutions outlined are learning, as a group, to talk honestly and openly about what really is at hand, and learning to look beyond the symptoms of the problem to the dynamics underlying them, what Argyris calls "double loop learning".

Systems One: An Introduction to Systems Thinking, Draper L. Kauffman, Jr., 1980. This is the first in a series of booklets about systems thinking. It introduces the concepts of systems thinking such as negative feedback loops that maintain stability and positive feedback loops that encourage change and growth. This book is an excellent primer for someone new to the idea of systems thinking.

The Systems Thinking Playbook, Linda Booth Sweeney and Dennis Meadows, 1995. This book is a three ring binder of experiential exercises to stretch and build learning and systems thinking capability. For each exercise, there is a description of the purpose, the outcomes, the context, and resources needed. The book also comes with a DVD companion video illustrating good practice in introducing and running 30 games.

Ten Steps to a Learning Organization, Peter Kline and Bernard Saunders, 1998. This book is a multi-purpose guide to creating a learning organization. The authors have demystified the learning organization and translated its abstract and fuzzy notions into an extremely practical competitive strategy. In addition to the ten steps outlined in the book, the author also delineates sixteen principles or conditions that promote learning.

Social Capital

Better Together: Restoring the American Community, Robert D. Putnam, Lewis Feldstein, and Donald J. Cohen, 2004. This book examines the hopeful signs of reconnection in a variety of organizations, activities, and places demonstrating concerted efforts at reawakening ties between communities and individuals. The authors highlight case studies of building and applying social capital, defined as social networks and mutual assistance. The case studies, based on strong success, longevity, impact, scope, and established reputation, include the rejuvenation of branch libraries in Chicago; an interfaith effort to improve schools in a small Texas town; an arts project recalling the history of a New Hampshire shipyard; and an economic development project in Tupelo, Mississippi. These are not all feel-good stories--some highlight conflict and controversy--but each offers a compelling story of individuals and communities establishing bonds of trust.

Bowling Alone: The Collapse and Revival of American Community, Robert D. Putnam, 2001. This book charts the grievous deterioration over the past two generations of the organized ways in which people relate to one another and partake in civil life in the U.S., such as lower voter participation, lower church attendance, lower attendance at public meetings of any kind, and an increasingly mobile society. The author claims that this has created a U.S. population that is increasingly isolated and less empathetic toward its fellow citizens, that is often angrier and less willing to unite in communities or as a nation. He concludes his analysis with a concise set of potential solutions, such as educational programs, work-based initiatives and funded community-service programs.

Policy Governance

Board Member's Playbook, Miriam Carver and Bill Charney, 2004. This book is a must for any organization implementing Policy Governance. It provides a series of board scenarios, with answers, that give a new Policy Governance board the opportunity to rehearse various situations in the following areas: board interactions with the CEO or staff, board member interactions with the CEO or staff, the roles and responsibilities of board members, and the board's job as a team. In addition, the book includes a quick review of the model and a sample board policy manual. Finally, the book comes with a CD of the most important material.

Boards That Make a Difference, John Carver, 2006. This book outlines in detail John Carver's model of board governance, called Policy Governance. This model offers an empowering and fundamental redesign of the board role and emphasizes values, vision, empowerment of both the board and staff, and strategic ability to lead leaders. It gives board members and staff a new approach to board job design, board-staff relationships, the role of the chief executive, performance monitoring, and virtually every aspect of the board-management relationship.

The following is a series of 12 booklets, all written by John Carver, which outline a specific topic in Policy Governance. These booklets are an important resource to any organization implementing and sustaining Policy Governance.

- Carver Guide 1: Basic Principles of Policy Governance
- Carver Guide 2: Your Roles and Responsibilities as a Board Member
- Carver Guide 3: Three Steps to Fiduciary Responsibility
- Carver Guide 4: The Chairperson's Role as Servant-Leader to the Board
- Carver Guide 5: Planning Better Board Meetings
- Carver Guide 6: Creating a Mission That Makes a Difference
- Carver Guide 7: Board Assessment of the CEO
- Carver Guide 8: Board Self-Assessment
- Carver Guide 9: Making Diversity Meaningful in the Boardroom
- Carver Guide 10: Strategies for Board Leadership
- Carver Guide 11: Board Members as Fund-Raisers
- Carver Guide 12: The CEO Role Under Policy Governance

Corporate Boards That Create Value, John Carver and Caroling Oliver, 2002. In this book, Carver applies his Policy Governance model to corporate boards.

On Board Leadership, John Carver, 2002. This book is a collection of John Carver's most noteworthy articles and essays about Policy Governance. It is a comprehensive resource covering a wealth of critical topics such as achieving meaningful diversity in the boardroom, protecting board integrity, handling staff complaints, evaluating the mission statement, making informed fiscal policy, owning the board agenda, evaluating the CEO, and knowing when (and when not) to form committees. Designed as a

hands-on guide, this book also includes an innovative Frequently Asked Questions navigation tool that is helpful for finding specific answers to targeted questions.

The Policy Governance Fieldbook, Caroline Oliver, Mike Conduff, Susan Edsall, Carol Gabanna, Randee Loucks, Denise Paszkiewicz, Catherine Raso, and Linda Stier, 1999. This book is for organizations considering, beginning to use, or already using Carver's principles of Policy Governance. Readers will discover practical advice based on the real-life experiences of organizations that have tried and tested Policy Governance for themselves. Each chapter is built around a user-friendly, hands-on framework—first introducing a specific Policy Governance activity or challenge, exploring the experiences of boards that met this challenge, and then drawing key lessons from those experiences.

Reinventing Your Board, John Carver and Miriam Carver, 2006. This book, as its subtitle suggests, is a step-by-step guide to implementing Policy Governance.

Organizational Change/Organization Development

Appreciative Inquiry Handbook, David L. Cooperrider, Diana Whitney, and Jacqueline M. Stavros, 2005. This publication is essentially a workbook for anyone wanting to launch an Appreciative Inquiry (AI) initiative. It provides background information on what AI is and how it works, and offers sample project plans, designs, agendas, course outlines, interview guidelines, participant worksheets, a list of resources, and more.

Encyclopedia of Positive Questions, Volume One, Diana Whitney, David Cooperrider, Amanda Trosten-Bloom, and Brian S. Kaplin, 2005. This book enumerates the generic questions that are central to the discovery phase of the Appreciative Inquiry process and are the keys to bringing out the best in any organization. It is divided into two sections, the first of which discusses ways to use positive questions and the second of which lists questions by type.

Organization Development: A Process of Learning and Changing, W. Warner Burke, 1994. This book provides a comprehensive and up-to-date overview of the field of organization development. Written for managers, executives, administrators, practitioners, and students, it takes an in-depth look at organization development with a particular emphasis on the importance of learning and change. The author not only describes the basic tenets of OD, but also looks at organization development as a change in an organization's culture.

Presence: An Exploration of Profound Change in People, Organizations, and Society, Peter M. Senge, C. Otto Scharmer, Joseph Jaworski, and Betty Sue Flowers, 2005. Presence can be read as both a guide and a challenge to leaders in business, education, and government to transform their institutions into powerful agents of change in a world increasingly out of balance. Since business is the most powerful institution in the world today, the authors argue, it must play a key role in solving global societal problems. Yet so many institutions seem to run people rather than the other way around. The authors seek to understand why people don't change systems and institutions even when they pose a threat to society, and examine why institutional change is so difficult to attain.

Reframing Organizations: Artistry, Choice, and Leadership, Lee G. Bolman and Terrence E. Deal, 2003. In this book, the authors explain the powerful tool of "reframing." Their four frames are: 1) The Structural Frame: how to organize and structure groups and teams to get results; 2) The Human Resource Frame: how to tailor organizations to satisfy human needs, improve human resource management, and build positive interpersonal and group dynamics; 3) The Political Frame: how to cope with power and conflict, build coalitions, hone political skills, and deal with internal and external politics; and 4) The Symbolic Frame: how to shape a culture that gives purpose and meaning to work, stage organizational drama for internal and external audiences, and build team spirit through ritual, ceremony, and story.

The Answer to How is Yes, Peter Block, 2002. The new approach to change management that is presented here will completely flummox control freaks. Block posits a refreshing series of truths that, if adopted, will transform workplaces into journeys of meaning. He insists that we ask the wrong question about accomplishing the important things in our lives, particularly in our place of employment. We too often ask "How?" which focuses too closely on the practical way of getting something done and is actually a subconscious expression of society's emphasis on control of people, time, and cost. Instead, our concentration should be focused on "Why?" In other words, we need to pay attention to what really matters to us personally, from heart-felt commitments in our private lives to the creation of projects in the workplace. To be able to act on what matters, explains Block, we must reclaim specific qualities, such as intimacy and idealism. Then we can tackle purposeful work as if we were social architects seeking engagement and change.

The Empowered Manager, Peter Block, 1987. This book is intended for those who feel powerless to control their own destinies, who feel stifled by bureaucracy, and who feel sapped of creativity. Block offers practical advice to help managers empower themselves to help shape the organization, develop positive political skills in their dealings with all levels of employees, take responsibility for their own actions, negotiate with their allies and adversaries, and face failure courageously. Block presents ways to treat all members of the organization as entrepreneurs so that employees feel that their units are their own businesses and that they and they alone, are in the process of creating an organization of their own choosing.

The Five Dysfunctions of a Team: A Leadership Fable, Patrick Lencioni, 2002. This book is an entertaining, quick read filled with useful information that will prove easy to digest and implement. Lencioni weaves his lessons around the story of a troubled Silicon Valley firm and its unexpected choice for a new CEO: an old-school manager who had retired from a traditional manufacturing company two years earlier at age 55. Showing exactly how existing personnel failed to function as a unit, and precisely how the new boss worked to reestablish that essential conduct, the book's first part colorfully illustrates the ways that teamwork can elude even the most dedicated individuals--and be restored by an insightful leader. A second part offers details on Lencioni's "five dysfunctions" (absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results), along with a questionnaire for readers to use in evaluating their own teams and specifics to help them understand and overcome these common shortcomings.

The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations, Ori Brafman and Rod A. Beckstrom, 2006. The authors offer a breezy and entertaining look at how decentralization is changing many organizations. The title metaphor conveys the core concept: though a starfish and a spider have similar shapes, their internal structure is dramatically different—a decapitated spider inevitably dies, while a starfish can regenerate itself from a single amputated leg. In the same way, decentralized organizations, like the Internet, the Apache Indian tribe and Alcoholics Anonymous, are made up of many smaller units capable of operating, growing and multiplying independently of each other, making it very difficult for a rival force to control or defeat them. Despite familiar examples—eBay, Napster and the Toyota assembly line, for example—there are fresh insights, such as the authors' three techniques for combating a decentralized competitor (drive change in your competitors' ideology, force them to become centralized or decentralize yourself).

The Thin Book of Appreciative Inquiry, Sue Annis Hammond, 1998. This booklet is a pocket version of the Appreciative Inquiry Handbook. It briefly describes what appreciative inquiry is, lists the assumptions of appreciative inquiry, and outlines the steps involved in implementing appreciative inquiry.

Governance/Leadership

Governance as Leadership: Reframing the Work of Nonprofit Boards, Richard P. Chait, William P. Ryan, and Barbara E. Taylor, 2005. This book offers trustees and executives a new and practical framework to govern nonprofit organizations more effectively. The authors reframe the purpose and practice of nonprofit governance by drawing on theories that have reshaped the concept and practice of leadership. The book describes three modes of governance—fiduciary, strategic, and generative—that together enable effective trusteeship.

Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness, Robert K. Greenleaf, 2002. This book, first published in 1977, is still making an impact today. Robert Greenleaf discusses his theory of servant leadership, which he developed while still an executive at AT&T. He proposes that service ought to be the distinguished characteristic of leadership and that true leadership is an inner quality as much as an exercise of authority. Sections of the book deal with leadership in education, in foundations, in churches, in bureaucracies, and with the role of the United States as a world leader.

Education

Designing High-Performing Schools: A Practical Guide to Organizational Reengineering, Francis M. Duffy, Ph.D., RODC, 1996. The author provides a detailed, step-by-step process for restructuring schools. The organizational redesign model he has created is tailor-made for school systems. It recognizes the complexity of such organizations and examines school organization as a system of interrelated parts.

Future-focused Leadership: Preparing Schools, Students, and Communities for Tomorrow's Realities, Gary Marx, 2006. Marx presents principles, tools, and techniques to help leaders steer their organizations confidently into the future and prepare the next generation of leaders for life in the 21st century. Readers will learn to scan the environment to identify and analyze significant trends and issues, manage issues to set priorities and minimize negative fallout, identify the characteristics of an ideal

organization and construct scenarios that depict possible futures, engage the larger community in building a future-focused organization, and develop a strategic communication plan that supports the organization's goals and contributes to its ultimate success.

Schools That Learn, Peter Senge, Nelda Cambron-McCabe, Timothy Lucas, Bryan Smith, Janis Dutton, and Art Kleiner, 2000. Following the theory he began in *The Fifth Discipline*, Senge turns his attention this time from the business world to education in this fourth addition to his "Fifth Discipline Resource" series, so named because it focuses on a set of disciplines the author believes are key to organizational learning (personal mastery, shared vision, mental models, team learning, and systems thinking). Senge argues persuasively that we must abandon Industrial Age assumptions about schools. This requires centering learning around the student instead of the teacher, discouraging "homogeneity," and getting away from rote memorization. The book is intended to be used as a resource, rather than read from cover to cover.

Shaping School Culture: The Heart of Leadership, Terrence E. Deal and Kent D. Peterson, 1999. This book discusses in detail how school culture impacts school achievement, change and reform, and student learning. It covers aspects of culture such as mission, purpose, values, rituals, traditions, ceremonies, history, current stories, and school symbols such as architecture and mottoes. It also describes the role school leaders take in shaping school culture and the importance of the relationship between the school and the community culture. Finally, it concludes with an examination of the challenges facing school leaders.

Sixteen Trends, Their Profound Impact on Our Future: Implications for Students, Education, Communities, Countries, and the Whole of Society, Gary Marx, 2006. This book is a follow up to Marx's Ten Trends (see below) and focuses on just a few of the hundreds of trends that will likely have a profound impact on our institutions and on each of our lives. Each chapter focuses on one major trend, first summarizing the trend and then outlining the trend's implications for society and education. Each chapter concludes with a listing of questions and activities to stimulate further thought, discussion, and action.

Ten Trends: Educating Children for a Profoundly Different Future, Gary Marx, 2000. This book identifies ten trends that are likely to determine the shape and quality of our education system. There is a chapter devoted to a detailed discussion of each trend, and each chapter concludes with a list of implications for society and directions for schools.

Communications/Facilitation/Community Engagement

Change Your Questions, Change Your Life: 7 Powerful Tools for Life and Work, Marilee Adams, 2004. "Questioning" is a skill rarely taught in school, but doing it well - that is, asking the right questions of the right people - can radically transform attitudes, actions, and results. This book provides easy-to-learn tools that can make a significant and immediate difference in people's business and personal lives. Written as an engaging fable, it inspires readers to take charge of their thinking in order to accomplish goals, improve relationships, advance careers, investigate new territories, and in general gain greater

life satisfaction. This book explains how to "be your own coach," outlines the author's QuestionThinking Model, and lists the top 12 questions for change. Real-world examples provide practical models for applying the principles in a variety of situations, while a Choice Map is a useful visual tool that demonstrates that everyone has a choice in every situation, even if it is not immediately apparent.

Community: The Structure of Belonging, Peter Block, 2008. 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 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.

Dialogue and the Art of Thinking Together, William Isaacs, 1999. In this book the author argues that organizational learning cannot take place without successful dialogue. Dialogue is conversation that encourages collective observation and thought, enabling groups to think beyond their members' individual limitations. Isaacs posits an "ecology of thought," which is typically constrained by habits that are known and felt but never discussed. Those habits can be revealed only through dialogue that permits inquiry, confrontation, and clarification. Only then can habits be changed and new possibilities explored. Isaacs examines the processes that constitute dialogue and shows what encourages and what discourages dialogue, what happens when dialogue is introduced into difficult settings, and how to manage the changes within oneself that are necessary to become an effective participant in dialogue.

Facilitators Guide to Participative Decision Making, Sam Kaner, Lenny Lind, Catherine Toldi, Sarah Fisk, and Duane Berger, 2007. This book gives readers additional tools and insights to enable effective participatory action and the potential to achieve strong, principled results and positive social change. Anyone wanting to increase their understanding of group dynamics and improve their skill at making groups work more effectively will benefit from this book.

Future Search: An Action Guide to Finding Common Ground in Organizations and Communities, Marvin Weisbord and Sandra Janoff, 2000. Future search explores a promising way for enabling diverse groups of people with a stake in an organization or community to plan their own future. This practical guide offers principles, techniques, and examples for running successful future search conferences.

Open Space Technology: A User's Guide, Harrison Owen, 2008. 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, this book 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. It also 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.

Talking From 9 To 5, Deborah Tannen, Ph.D., 1994. This book is a great sequel to *You Just Don't Understand*. Although much of the book revolves around the differences in how men and women engage in conversation in the work setting, it also focuses on more gender neutral conversational styles such as indirectness, ritual fighting, giving praise, and small talk, to name a few.

The Argument Culture: Moving From Debate to Dialogue, Deborah Tannen, Ph.D., 1998. The author posits that misunderstanding is endemic in our culture because we tend to believe that the best way to a common goal is by thrashing out all our differences as loudly as possible along the way. Thus we are treated to a whole array of confrontational public forums, all based on a metaphor of war. What gets lost in all the shouting, Tannen says, is thoughtful debate and real understanding. As an alternative, she offers a survey of other, mostly non-Western ways of dealing with conflict, including the use of intermediaries and rituals.

The Magic of Dialogue: Transforming Conflict into Cooperation, Daniel Yankelovich, 1999. Dialogue – a carefully structured communications technique that is generally employed to promote mutual understanding between bona fide as well as potential adversaries – has long been an effective tool in the political realm. The author of this book, however, insists that business also can utilize the process to develop "webs of relationships" that encourage the acceptance and increase the adoption of any company's plans and visions. This book outlines 15 specific strategies (such as "Focus on common interests, not divisive ones" and "Use specific cases to raise general issues") that can be successfully applied in situations ranging from routine meetings and casual encounters to corporate retreats and union negotiations. Yankelovich contends, "When dialogue is done skillfully, the results can be extraordinary."

The Skilled Facilitator, Roger Schwarz, 2002. This book provides the essential materials for facilitators and includes simple but effective ground rules for group interaction. It contains proven techniques for starting meetings on the right foot and ending them positively and decisively. It 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.

The Skilled Facilitator Fieldbook, Roger Schwarz, 2005. Based on the same principles from *The Skilled Facilitator*, this book offers consultants, facilitators, managers, leaders, trainers, and coaches the tools, exercises, models, and stories that will help them develop sound responses to a wide range of challenging situations. The book spans the full scope of the successful *Skilled Facilitator* approach and includes information on how to get started and guidance for integrating the approach within existing organizational structures and processes.

The World Café: Shaping Our Futures Through Conversations That Matter, Juanita Brown, David Isaacs, and the World Café Community, 2005. This book explains what the World Café is, details its seven core design principles, and demonstrates how the World Café can be adapted to any setting or culture. It

offers practical tips for hosting “conversations that matter” in groups of any size—strengthening both personal relationships and people’s capacity to shape the future together.

Trust and Betrayal in the Workplace, Dennis S. Reina, Ph.D. and Michelle L. Reina, Ph.D., 2006. The Reinas are international experts in organizational trust, and this book introduces the reader to their trust and betrayal model. It begins by explaining why trust in organizations is so important, different types of trust and how to build them, what happens when trust is broken, and how to rebuild and sustain trust.

You Just Don’t Understand: Women and Men in Conversation, Deborah Tannen, Ph.D., 1990. This book outlines how differently men and women engage in conversation. The author argues convincingly that conversational styles between men and women are so different they can be considered cross-cultural communication. By understanding these styles can we begin to accept our differences and find a common language in which to achieve more professional cooperation.

Psychology/Cognition

Blink: The Power of Thinking Without Thinking, Malcolm Gladwell, 2007. *Blink* is about the first two seconds of looking--the decisive glance that knows in an instant. Gladwell campaigns for snap judgments and mind reading with a gift for translating research into splendid storytelling. Building his case with scenes from a marriage, heart attack triage, speed dating, choking on the golf course, selling cars, and military maneuvers, he persuades readers to think small and focus on the meaning of "thin slices" of behavior. The key is to rely on our "adaptive unconscious"--a 24/7 mental valet--that provides us with instant and sophisticated information to warn of danger, read a stranger, or react to a new idea.

Outliers: The Story of Success, Malcolm Gladwell, 2008. The author poses a provocative question in *Outliers*: why do some people succeed, living remarkably productive lives, while so many more never reach their potential? Challenging our cherished belief of the "self-made man," he makes the democratic assertion that superstars don't arise out of nowhere, propelled by genius and talent: "they are invariably the beneficiaries of hidden advantages and extraordinary opportunities and cultural legacies that allow them to learn and work hard and make sense of the world in ways others cannot." Examining the lives of outliers from Mozart to Bill Gates, he builds a convincing case for how successful people rise on a tide of advantages, "some deserved, some not, some earned, some just plain lucky."

Stumbling on Happiness, Daniel Gilbert, 2007. Gilbert, a professor of psychology at Harvard, draws on psychology, cognitive neuroscience, philosophy and behavioral economics to argue that, just as we err in remembering the past, so we err in imagining the future. "Our desire to control is so powerful, and the feeling of being in control so rewarding, that people often act as though they can control the uncontrollable," Gilbert writes, as he reveals how ill-equipped we are to properly preview the future, let alone control it. Unfortunately, he claims, neither personal experience nor cultural wisdom compensates for imagination's shortcomings. In concluding chapters, he discusses the transmission of inaccurate beliefs from one person's mind to another, providing salient examples of universal assumptions about human happiness such as the joys of money and of having children. He concludes with the provocative

recommendation that, rather than imagination, we should rely on others as surrogates for our future experience. Gilbert's playful tone and use of commonplace examples render a potentially academic topic accessible and educational, even if his approach is at times overly prescriptive.

The Tipping Point: How Little Things Can Make a Big Difference, Malcolm Gladwell, 2002. The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire. Just as a single sick person can start an epidemic of the flu, so too can a small but precisely targeted push cause a fashion trend, the popularity of a new product, or a drop in the crime rate. It is triggered with the help of three pivotal types. These are Connectors, sociable personalities who bring people together; Mavens, who like to pass along knowledge; and Salesmen, adept at persuading the unenlightened. This phenomenon can change the way we think about selling products and disseminating ideas.

The Wisdom of Crowds, James Surowiecki, 2005. While our culture generally trusts experts and distrusts the wisdom of the masses, *New Yorker* business columnist Surowiecki argues that "under the right circumstances, groups are remarkably intelligent, and are often smarter than the smartest people in them." To support this almost counterintuitive proposition, Surowiecki explores problems involving cognition (we're all trying to identify a correct answer), coordination (we need to synchronize our individual activities with others) and cooperation (we have to act together despite our self-interest). If the following four basic conditions are met, a crowd's "collective intelligence" will produce better outcomes than a small group of experts: (1) diversity of opinion; (2) independence of members from one another; (3) decentralization; and (4) a good method for aggregating opinions. The diversity brings in different information; independence keeps people from being swayed by a single opinion leader; people's errors balance each other out; and including all opinions guarantees that the results are "smarter" than if a single expert had been in charge.