

Suggested Readings

Addressing Conflict:

Fisher, Roger and William Ury. *Getting to Yes*. Penguin Books, 1981.
The first book to propose "win-win" conflict resolution. Sets out some basic principles and steps to remember when looking to create a consensus agreement.

Fisher, Roger and Scott Brown. *Getting Together*. Penguin Books, 1988.
An extension of Getting to Yes that focuses on building relationships that can deal with difficulties. Provides strategies for changing our thinking about relationships so that we are better able to avoid the "blame game" or getting stuck into adversarial positions and well as discussing elements of what makes or breaks durable relationships.

Patterson, Kerry, Joseph Grenny, Ron McMillan, Al Switzler. *Crucial Conversation: Tools for Talking When Stakes are High*. McGraw Hill, 2002

A great book on how to engage challenging conversations around high stakes issues. Very practical.

Ury, William. *Getting Past No*. Bantam Books, 1991.

An extension of Getting to Yes that offers strategies for dealing with commonly seen difficult behavior from others. I think this is probably the best of the conflict books.

Stone, Douglas, Bruce Patton, Sheila Heen. *Difficult Conversations*. Penguin Group, 1999.

Another book from the Harvard Negotiation Project (like the others above), this easy read provides a step by step approach to preparing for a difficult conversation, getting started, and keeping it on track and

effective (even if the other person has some strong emotions or difficulty with what you're saying).

Meetings and Facilitation:

Hunter, Dale, Anne Bailey, Bill Taylor. *The Art of Facilitation*. Fisher Books, 1995.

An "easy" book on facilitation – some useful techniques and you don't have to read the whole book to get them.

Schwarz, Roger. *The Skilled Facilitator*. Jossey-Bass, 2005.

This was updated from an earlier 1994 book and is the foundational text for facilitators looking at working with groups to become more functional. It offers a model, proposes group effectiveness ground rules, considers emotions, and discusses different ways to intervene and why. Schwartz separates "developmental facilitation" in which a facilitator works with a group over time to become highly skilled as well as accomplishing tasks, and "basic facilitation" in which a facilitator works with a group to accomplish a specific task.

Kaner, Sam, Catherine Toldi, Sarah Fisk, Duane Berger. *The Facilitator's Guide to Participatory Decision-Making*. New Society Publishers, 1996.

This is the book that talks about the "groan zone" and how conversations need to be consciously divergent and then consciously convergent. It offers specific strategies for helping groups reach agreements, including brainstorming, separating out different levels of agreement, encouraging solutions that incorporate a range of perspectives, etc. A very useful facilitation guide – probably my favorite facilitator's book.

Dukes, E. Franklin, Marina Pisolish, John Stephens. *Reaching for Higher Ground in Conflict Resolution*. Jossey-Bass, 2000.

A higher-level book that encourages a more enlightened approach to ground rules – specific ideas about helping groups make more

aspirational commitments to each other. The authors are public policy mediators who often work with larger groups with very different perspectives.

Stanfield, Brian. *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace*. The Canadian Institute for Cultural Affairs, 2000.

Sets out the ORID methodology for facilitation. The first part of the book describes how to do the methodology. The second half provides structures (specific introductions and closings and the questions to use for each stage of the methodology) for facilitating a range of different kinds of conversations.

Other:

Zander, Rosamund and Benjamin. *The Art of Possibility*. Penguin Books, 2000.

The Zanders set out a variety of practices (one for each chapter) to help bring a sense of possibility into everyday life. I really like this book!

Senge, Peter, Arl Kleiner, Charlotte Roberts, Richard Ross, Bryan Smith. *The Fifth Discipline Fieldbook*. Doubleday, 1994

The Fieldbook is a collection of stories, essays, tools, and exercises to help a group master the five disciplines of a learning organization – Systems Thinking, Personal Mastery, Mental Models, Shared Vision, Team Learning. It includes everything from understanding systems archetypes to using reflection and inquiry skills to designing an organization's ideals.

Roger Fisher and Alan Sharp, *Getting It Done*, HarperCollins Publishers, 1998.

The subtitle is "when you're not in charge". The authors cover everything from using a systematic thinking model to giving good feedback. Each chapter encourages the reader to build his/her own

skills first and then gives ideas for how to encourage co-workers in building their own skills.

Isaacs, William. *Dialogue and the Art of Thinking Together*. Doubleday, 1999.

An excellent discussion of Bohmian dialogue – what's needed for real dialogue and getting away from simply repeating the same things over and over in slightly different ways in different groups. Isaacs is the "guru" of dialogue.

Heifetz, Ronald and Marty Linsky. *Leadership on the Line*. Harvard Business School Press, 2002

A more accessible read than Heifetz's first, excellent book, "Leadership Without Easy Answers". This book briefly covers the differences between adaptive and technical problems, the kind of leadership needed to address adaptive problems, the dangers of that kind of leadership, and offers some ideas designed to reduce the risks. They also go into wellbeing and sustaining your own self.

Kegan, Bob and Lisa Lahey, *Immunity to Change*. Harvard Business Press, 2009.

This excellent book offers a model for overcoming patterns of incomplete or ineffective change efforts. Based on their work with private and public entities, the authors propose a theory for why people are unable to create the change they say they want to create and suggest ideas for surfacing underlying, competing interests so they can be addressed. The conclusion focuses on how to lead others to make lasting change based on their findings.

Campbell, Susan, *Getting Real*. HJ Kramer/New World Library, 2001.

The author presents ten concepts—both actions to take, and ways of being--that she links to being honest, authentic and having integrity. A great book for building self-awareness so that we become more aligned between thought, word, and deed.