

# Dialogic OD Tools and Methods: A Bibliography

*Gervase R. Bushe Ph.D.*

*Beedie School of Business, Simon Fraser University*

*September 2017*

## ACT

- Miles, R.H. & Kanazawa, M.T. (2016) *Big Ideas to Big Results: Leading Corporate Transformation in a Disruptive World* (2<sup>nd</sup> Ed.). Old Tappen, NJ: Pearson.

## Art of Convening

- Neal, C. & Neal, P. (2011) *The Art of Convening*. San Francisco: Berret-Koehler

## Art of Hosting

- Carriere, B., Freeman, E., Jetter, M., Nelson, C., & Straub, T. (2012). *Cultivating the Art of Hosting at the University of Minnesota*.  
<http://conservancy.umn.edu/bitstream/11299/163335/1/ArtOfHostingAndHarvestingIntegrationRpt.pdf>
- Corrigan, C. (2012) *Hosting in a hurry: Putting the Art of Hosting into practice*.  
<http://www.artofhosting.org/wp-content/uploads/2012/10/hostinginahurryversion1.5ChrisC.pdf>.
- Sandfort, J., Stuber, N., & Quick, K. (2012). *Practicing the Art of Hosting: exploring what Art of Hosting and Harvesting workshop participants understand and do*. Minneapolis, MN: Center for Integrative Leadership.

## Appreciative Inquiry

### Theory

- Bushe, G.R. (2012) "Appreciative inquiry: Theory and critique", in Boje, D., Burnes, B. and Hassard, J. (eds.) *The Routledge Companion To Organizational Change* (87-103). Oxford, UK: Routledge.
- Cooperrider, D. L., Barrett, F. & Srivastva, S. (1995) "Social construction and appreciative inquiry: A journey in organizational theory", in Hosking, D., Dachler, P. & Gergen, K. (eds.) *Management and Organization: Relational Alternatives to Individualism* (157-200). Aldershot, UK: Avebury.
- Cooperrider, D.L. & Srivastva, S. (1987) "Appreciative inquiry in organizational life", in Woodman, R. W. & Pasmore, W.A. (eds.) *Research in Organizational Change and Development, Vol. 1* (129-169). Stamford, CT: JAI Press.
- Cooperrider, D.L. & Whitney, D (2005) "A positive revolution in change: Appreciative inquiry", in Cooperrider, D. L. Sorenson, P., Yeager, T. & Whitney, D. (eds.)

*Appreciative Inquiry: Foundations in Positive Organization Development (9-33)*.  
Champaign, IL: Stipes.

### Practice

- Barrett, F.J. & Fry, R.E. (2005) *Appreciative Inquiry: A Positive Approach to Building Cooperative Capacity*. Chagrin Falls, OH: Taos Institute.
- Cooperrider, D.L., Whitney, D. & Stavros, J.M. (2008) *Appreciative Inquiry Handbook (2<sup>nd</sup> ed.)* Brunswick, OH: Crown Custom Publishing.
- Ludema, J.D. Whitney, D., Mohr, B.J. & Griffen, T.J. (2003) *The Appreciative Inquiry Summit*. San Francisco: Berrett-Koehler.
- Whitney, D. & Trosten-Bloom, A. (2010) *The Power of Appreciative Inquiry*. San Francisco: Berrett-Koehler.

### Charrettes

- Lennertz, B. & Lutzenhiser, A. (2006) *The Charrette Handbook: The Essential Guide for Accelerated, Collaborate Community Planning*. American Planning Association.

### Co-Design (see also Design Thinking)

- Gilbert, K. (2016) *The Co-Design Workshop: The Facilitator's Pocket Guide*.  
<https://connection.domain7.com/the-co-design-workshop-the-pocket-facilitators-guide-e36a6c9e08d4>
- Knapp, J., Zeratsky, J. & Kowitz, B. (2016) *Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days*. New York: Simon and Schuster. A lot of this material is also available at <https://www.gv.com/sprint/>
- Naranjo-Bock, C. (2012) *Creativity-based Research: The Process of Co-Designing with Users*. *UX Magazine*, Article 820.

### Community Learning

- Fulton, W.K. (2012) *Community learning: Broadening the base for collaborative action*. *National Civic Review*, Fall, 12-22.
- Saunders, H.H. (1999) *A Public Peace Process: Sustained Dialogue to Transform Racial and Ethnic Conflicts*. New York: St. Martin's Press.

### Complex Responsive Processes of Relating

- Shaw, P. (2002). *Changing conversations in organizations: London UK: Routledge*.
- Stacey, R. (2011). *Strategic management and organisational dynamics*. New York, NY: Financial Times Prentice Hall.
- Shaw, P., & Stacey, R. (Eds.). (2006). *Experiencing Spontaneity, Risk & Improvisation in Organizational Life: Working Live*. Routledge.

### Conference Model

- Axelrod, R. (2010) *Terms of Engagement*. San Francisco: Berrett-Koehler.
- Axelrod, R. & Axelrod, E. (2007) Collaborative Loops. In Holman, P. Devane, T & Cady, S. (eds.) *The Change Handbook (89-101)*. San Francisco: Berrett-Koehler.

#### Coordinated Management of Meaning

- Adams, C., Berquist, C., Dillon, R. & Galanes, G. (2004) "CMM and public dialogue: Practical theory in a community-wide communication project". *Human Systems*, 15(2), 115–126.
- Cronen, V. E. (1996) Coordinated management of meaning: The consequentiality of communication and the recapturing of experience. In S. J. Sigman (Ed.), *The consequentiality of communication (17-66)*. Hillsdale, NJ: Erlbaum.
- Pearce, B.W. (2005) "The coordinated management of meaning (CMM)", in Gudykunst, W.B. (ed.) *Theorizing About Intercultural Communication*, (35–54). Thousand Oaks, Ca: Sage Publications.
- Pearce, B. W. (2007). *Making Social Worlds: A Communication Perspective*. Oxford, UK: Blackwell.
- Pearce, W.B., & Pearce, K. A. (1998). "Transcendent storytelling: Abilities for systemic practitioners and their clients", *Human Systems*, 9:2, 167-184.

#### Cycle of Resolution

- Levine, S. (1998) *Getting to Resolution*. San Francisco, Berrett-Koehler.
- Levine, S. (2007) The cycle of resolution. In Holman, P. Devane, T & Cady, S. (eds.) *The Change Handbook (501-506)*. San Francisco: Berrett-Koehler.
- Levine, S. (2011) *Getting to resolution: Turning conflict into collaboration*. ReadHowYouWant.com.

#### Design Thinking (see also Co-Design)

- Coughlan, P. & Prokopoff, I. (2004) Managing change, by design. In R.J. Boland & F. Collopy (eds.) *Managing as Designing (188-192)*. Stanford CA: Stanford Business Books.
- Coughlan, P. Suri, J.F. & Canales, K. (2007) Prototypes as (design) tools for behavioral and organizational change: A design-based approach to help organizations change work behaviors. *Journal of Applied Behavioral Science*, 43:1, 122-134.
- Nelson, H.G. & Stolterman, E. (2012) *The design way: Intentional change in an unpredictable world*. Cambridge, MA: MIT Press.

#### Dynamic Facilitation

- Howard, P., Galarneau, T., Perez, J., & Shaw, D. (2005). Integrating open space and dynamic facilitation. *Participatory Learning and Action*, 53, 68-73

- Rough, J. & Martin, D. (2007) Dynamic Facilitation. In Holman, P. Devane, T & Cady, S. (eds.) *The Change Handbook* (223-226). San Francisco: Berrett-Koehler.
- Zubizarreta, R. (2012). *Dynamic Facilitation: A practical guide to Jim Rough's Choice-Creating Process*. Port Townsend, WA: Dynamic Facilitation Associates.
- Zubizarreta, R. (2013) Co-creative dialogue for meeting practical challenges: New approaches. *Organization Development Practitioner*, 45(1), 47-53.

#### Engaging Emergence

- Holman, P. (2010). *Engaging Emergence*. San Francisco, CA: Berrett-Koehler.
- Holman, P. (2013) "A call to engage: Realizing the potential of dialogic organization development", *Organization Development Practitioner*, 45(1), 18-24.

#### Future Search (see also Search Conference and Preferred Futuring)

- Oels, A. (2002). Investigating the emotional roller-coaster ride: a case study-based assessment of the Future Search Conference design. *Systems Research and Behavioral Science*, 19(4), 347-355.
- Polanyi, M. F. (2002). Communicative action in practice: Future Search and the pursuit of an open, critical and non-coercive large-group process. *Systems Research and Behavioral Science*, 19(4), 357-366.
- Weisbord, M. R., & Janoff, S. (2007). "Future search: Common ground under complex conditions. In Holman, P. Devane, T & Cady, S. (eds.) *The Change Handbook* (316-330). San Francisco: Berrett-Koehler.
- Weisbord, M. R., & Janoff, S. (2010). *Future Search*. San Francisco, CA: Berrett-Koehler.

#### Group Jazz (see Liberating Structures)

#### Ideas Factory and Ideas Lab (see Sandpits)

#### Intergroup Dialogue

- Gurin, P., Nagda, B.A., & Sorensen, N. (2011). *Intergroup Dialogue: Education for a Broad Conception of Civic Engagement*. Liberal Education. Washington, D.C.: Association of American Colleges and Universities.
- Maxwell, K.E., Nagda, B., & Thompson, M. (Eds.). (2011). *Facilitating intergroup dialogues: Bridging differences, catalyzing change*. Sterling, VA: Stylus Publishing.

#### LEGO Serious Play

- Jacobs, C. & Heracleous, L. (2006) Constructing shared understanding: The role of embodied metaphor in organization development. *Journal of Applied Behavioral Science* 42:2, 207—226.
- Statler, M., Heracleous, L. & Jacobs, C. (2011) Serious play as the practice of paradox. *The Journal of Applied Behavioral Science*, 47:2, 236-256.

### Liberating Structures

- Kimball, L. (2013) Change the organization one conversation at a time. *Organization Development Practitioner*, 45:2, 31-36.
- Kimball, L. (2011) Liberating structures: A new pattern language for engagement. *Organization Development Practitioner*, 43:3, 8-11.

### Moments of Impact

- Ertel, C. & Solomon, L.K. (2014) *Moments of impact: How to design strategic conversations that accelerate change*. NYC, NY: Simon & Schuster.

### Narrative Mediation

- Winslade, J., Monk, G., & Cotte, A. (1998). A narrative approach to the practice of mediation. *Negotiation Journal*, 14(1), 21-41.
- Winslade, J., & Monk, G. (2000). *Narrative mediation: A new approach to conflict resolution*. San Francisco, CA: Jossey-Bass.
- Winslade, J., & Monk, G. D. (2008). *Practicing narrative mediation: Loosening the grip of conflict*. NY: John Wiley & Sons.

### Open Space Technology

- Corrigan, C. (2006) *The Tao of Holding Space*. Available online in many locations.
- O'Connor, D., & Cooper, M. (2005). Participatory Processes: Creating a "Market-Place of Ideas" with Open Space Technology. *The Innovation Journal: The Public Sector Innovation Volume*, 10(1), 1-12.
- Owen, H.H. (2008) *Wave Rider*. San Francisco: Berrett-Koehler.
- Owen, H.AQ. (2008) *Open Space Technology*. San Francisco: Berrett-Koehler.

### Organizational Learning Conversations

- Bushe, G.R. (2009) *Clear Leadership*. Boston: Davies-Black
- Bushe, G.R. (2009) "Learning from collective experience: A different view of organizational learning", *Organization Development Practitioner*, 41:3, 19-23.

### Organizational Theatre

- Badham, R.J., Carter, W.R., Matula, L.J., Parker, S.K. & Nesbit, PL. (2016) Beyond hope and fear: The effects of organizational theatre on empowerment and control. *Journal of Applied Behavioral Science*, 52(1), 124-151.
- Teichmann, S. (2001) *Company theatre as a support for change processes*. Berlin, Germany: De Duetsche Universitatsverlag.

### Participative Design

- Emery, M. (1999) *Searching: The theory and practice of making cultural change*. Philadelphia, PA: John Benjamins.
- Emery, M. (ed.) (1993) *Participative design for participative democracy*. Canberra, Australia: ANU/CCE.
- Emery, M. (1992) Workplace Australia: Lessons for the planning and design of multisearches. *The Journal of Applied Behavioral Science* 28(4), 520-533.

#### PeerSpirit Circles

- Baldwin, C., & Linnea, A. (2010). *The circle way: A leader in every chair*. San Francisco, CA: Berrett-Koehler Publishers.
- MacDougall, S. & Baldwin, C. (2007) PeerSpirit circling: Creating change in the spirit of cooperation. In P. Holman, T. Devane & S. Cady (eds.) *The change handbook* (261-266). San Francisco: Berrett-Koehler.

#### Polarity Management

- Beach, P. G., & Joyce, J. (2009). Escape from flatland: Using polarity management to coach organizational leaders from a higher perspective. *The International Journal of Coaching in Organizations*, 7(2), 64-83.
- Johnson, B. (1992) *Polarity Management*. Amherst, MA: HRD Press.
- Johnson, B. (1993). Polarity management. *Executive Development*, 6, 28-28.
- Seidler, M. (2009). *Power surge: A conduit for enlightened leadership*. Amherst, MA: HRD Press.

#### Preferred Futuring (See also Future Search and Search Conference)

- Lindaman, E.B. & Lippitt, R.O. (1979) *Choosing the Future You Prefer*. Ann Arbor, MI: HRD Associates.
- Lippitt, L. (1998) *Preferred Futuring: Envision the Future You Want and Unleash the Energy to Get There*. San Francisco: Berrett-Koehler.

#### Public Conversations Project

- Herzig, M. & Chasin, L. (2006) *Fostering Dialogue Across Divides: A Nuts and Bolts Guide*. Cambridge, MA: Essential Partners.

#### Reflexive Inquiry

- Oliver, C. (2004) Reflexive inquiry and the strange loop tool. *Human Systems: The Journal of Systemic Consultation and Management*, 15(2), 127-140.
- Oliver, C. (2005). *Reflexive Inquiry*. London, UK: Karnac.
- Oliver, C. (2010). Reflexive coaching: linking meaning and action in the leadership system. In S. Palmer & A. McDowell (eds.) *The Coaching Relationship* (101-120). NY: Routledge.

- Oliver, C., Herasymowych, M., & Senko, H. (2003), *Complexity, Relationships and Strange Loops: A Reflexive Practice Guide*. Calgary, AB: MHA Institute.

#### REAL model

- Wasserman, I., Gallegos, P. & Taylor, E. (2014) Diversity and inclusion in organizational practice. In B.B. Jones & M. Brazzel (eds.) *The NTL handbook of organization development and change (447-465)*. San Francisco, CA: Wiley.
- Wasserman, I.C. & Gallegos, P.V. (2009) Engaging Diversity: Disorienting dilemmas that transform relationships. In B. Fisher-Yoshida, K.D. Geller & S.A. Schapiro (eds.) *Innovations in transformative learning (156-176)*. NYC, NY: Peter Lang.

#### Real Time Strategic Change

- Dannemiller, K. D., & Jacobs, R. W. (1992). Changing the way organizations change: A revolution of common sense. *The Journal of Applied Behavioral Science*, 28(4), 480-498.
- Jacobs, R. (1998) *Real time strategic change*. San Francisco: Berrett-Koehler.

#### Re-Description

- Storch, J. (2011) *Systemic thinking, lived redescription, and ironic leadership: creating and sustaining a company of innovative organisational consulting practices*. PhD thesis. University of Bedfordshire
- Storch, J. & Ziethan, M. (2013) Re-Description: A source of generativity in Dialogic Organization Development, *Organization Development Practitioner*, 45:1, 25-29.

#### Sandpits

- Collins, T., Kearney, M. & Maddison, D. (2013) The ideas lab concept: Assembling the tree of life and AVAToL. *PLoS Currents*, 5.  
doi: 10.1371/currents.tol.0fdb85e1619f313a2a5a2ec3d7a8df9e
- Engineering and Physical Sciences Research Council (UK)  
<https://www.epsrc.ac.uk/funding/howtoapply/routes/network/ideas/whatisasandpit/>
- <https://www.epsrc.ac.uk/newsevents/pubs/welcome-to-the-ideas-factory-home-of-innovation-since-2004>

#### Search Conference (see also Future Search and Preferred Futuring)

- Emery, F.E. & Trist, E.L. (1973) *Towards a social ecology*. NY: Plenum.
- Emery, M. (1999) *Searching: The theory and practice of making cultural change*. Philadelphia, PA: John Benjamins.
- Emery, M. & Purser, R. (1996) *The search conference*. San Francisco; Jossey-Bass.

#### Six Conversations

- Block, P. (2008) *Community: The Structure of Belonging*. San Francisco: Berrett-Koehler.
- Block, P. (2005) *Civic Engagement and the Restoration of Community: Changing the Nature of the Conversation*. [www.peterblock.com/assets/downloads/Civic.pdf](http://www.peterblock.com/assets/downloads/Civic.pdf)

#### Situated Dialogic Action Research

- Shotter, J. (2010) Situated dialogic action research: Disclosing “beginnings” for innovative change in organizations. *Organizational Research Methods*, 13:2, 268-285.

#### SOAR

- Sprangel, J., Stavros, J., & Cole, M. (2011). Creating sustainable relationships using the strengths, opportunities, aspirations and results framework, trust, and environmentalism: a research-based case study. *International Journal of Training and Development*, 15(1), 39-57.
- Stavros, J., Cooperrider, D. L., & Kelley, D. L. (2003). Strategic inquiry appreciative intent: inspiration to SOAR, a new framework for strategic planning. *AI Practitioner*, 5(4), 10-17.
- Stavros, J.M. & Saint, D.K. (2010) SOAR: Linking strategy and OD to sustainable performance. In W. Rothwell, J. Stavros, R. Sullivan & A. Sullivan (eds.) *Practising organization development (377-394)*. San Francisco: Pfeiffer-Wiley.

#### Social Labs

- Hassan, Z. (2014) *The Social Labs Revolution: A New Approach to Solving Our Most Complex Challenges*. San Francisco, CA: Berrett-Koehler.

#### Solution Focused Dialogue

- Grant, A. M., & O'Connor, S. A. (2010). The differential effects of solution-focused and problem-focused coaching questions: a pilot study with implications for practice. *Industrial and commercial training*, 42(2), 102-111.
- Jackson, P. Z., & McKergow, M. (2007). *The solutions focus: Making coaching and change simple*. London, UK: Nicholas Brealey.
- McKergow, M., & Clarke, J. (2007). *Solutions Focus Working: 80 real life lessons for successful organisational change*. Solutions Books

#### Synteegration

- Pfiffner, M. (2004). From workshop to synteintegration: The genetic code of effective communication. *Malik on Management*, 12(10), 151-168.
- Leonard, A. (1996). Team synteegrity: A new methodology for group work. *European Management Journal*, 14(4), 407-413.
- Ríos, J. P. (2006). Communication and information technologies to enable viable organizations. *Kybernetes*, 35(7/8), 1109-1125.



## Systemic Sustainability (Amadeo &amp; Cox)

- Amodeo, M.A. & Cox, C.K. (2010) Systemic sustainability: Moving sustainability from ideas to action. In W. Rothwell, J. Stavros, R. Sullivan & A. Sullivan (eds.) *Practising organization development* (411-424). San Francisco: Pfeiffer-Wiley.

## Talking stick

- Wilbur, J. R., Wilbur, M., Garrett, M. T., & Yuhas, M. (2001). Talking circles: Listen, or your tongue will make you deaf. *Journal for Specialists in Group Work*, 26(4), 368-384.
- Wolf, P. R., & Rickard, J. A. (2003). Talking circles: A Native American approach to experiential learning. *Journal of Multicultural Counseling and Development*, 31(1), 39-43.

## Technology of Participation

- Umpleby, S., Medvedeva, T., & Oyler, A. (2004). The technology of participation as a means of improving universities in transitional economies. *World Futures: The Journal of General Evolution*, 60(1-2), 129-136.
- Oyler, M., & Harper, G. (2009). The technology of participation. In Holman, P. Devane, T & Cady, S. (eds.) *The Change Handbook* (149-161). San Francisco: Berrett-Koehler.
- Spencer, L. (1989) *Winning through participation*. Dubuque, IO: Kendall-Hunt.
- Stanfield B. 2001. *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace*. New Society Publishers: Gabriola Island, BC, Canada.
- Stanfield B. 2003. *The Workshop Book, from Individual Creativity to Group Action*. New Society Publishers: Gabriola Island, BC, Canada.

## Theory U

- Scharmer, C.O. (2009) *Theory U: Leading from the Future as it Emerges*. San Francisco, CA: Berrett-Koehler.
- Scharmer, C.O. & Kaufer, K. (2013) *Leading from the Emerging Future: From Ego-System to Eco-System Economies*. San Francisco, CA: Berrett-Koehler.
- Senge, P., Scharmer, C.O., Jaworski, J. & Flowers, B.S. (2004) *Presence: Human Purpose and the Field of the Future*. Cambridge, MA: Society for Organizational Learning.

## Virtuous Meetings

- Danskin, K & Lind, L. (2014) *Virtuous Meetings—Technology + Design for High Engagement in Large Groups*. San Francisco, CA: Jossey Bass.

## Visual Explorer

- Palus, C. J., & Drath, W. H. (2001). Putting something in the middle: An approach to dialogue. *Reflections*, 3(2), 28-39.
- Palus, C. J., Horth, D. M., Selvin, A. M., & Pulley, M. L. (2003). Exploration for development: Developing leadership by making shared sense of complex challenges. *Consulting Psychology Journal: Practice and Research*, 55(1), 26-40.
- Palus, C.J. & Horth, D.M. (2007) Visual explorer. In P. Holman, T. Devane & S. Cady (eds.) *The change handbook (603-608)*. San Francisco: Berrett-Koehler.

## Whole Scale Change

- Dannemiller, K.D. (2000). *Whole-Scale Change Toolkit: Tools for Unleashing the Magic in Organizations*. San Francisco: Berrett-Koehler Publishers.
- Dannemiller, K. D., James, S. L. & Tolchinsky, P. D. (1999). *Whole-scale change*. San Francisco, CA: Berrett-Koehler.
- Dannemiller, K. D., & Jacobs, R. W. (1992). Changing the way organizations change: A revolution of common sense. *The Journal of Applied Behavioral Science*, 28(4), 480-498.

## Work Out

- Ashkenas, R.N. & Jick, T.D. (1992) "From dialogue to action in the GE Work-Out: Developmental learning in a change process", in Woodman, R. & Pasmore, W. (eds.) *Research in Organizational Development and Change, Vol.6 (267-287)*. Stamford, CT: JAI press.
- Ashkenas, R. & Murphy, P. (2007) Work-Out. In Holman, P. Devane, T & Cady, S. (eds.) *The Change Handbook (535-540)*. San Francisco: Berrett-Koehler.
- Ashkenas, R., Ulrich, D. & Kerr, S. (2002) *The GE Work-Out*. NY: (McGraw-Hill).

## World Café

- Brown, J. (2002), *The World Cafe': A Resource Guide for Hosting Conversations that Matter*. Williston, VT: Pegasus.
- Brown, J., Isaacs, D. (2005). *The World Café: Shaping our futures through conversations that matter*. San Francisco, CA: Berrett- Koehler.
- Prewitt, V. (2011). Working in the cafe: lessons in group dialogue. *The Learning Organization*, 18(3), 189-202.
- Tan, S., & Brown, J. (2005). The World Café in Singapore: Creating a Learning Culture Through Dialogue. *The Journal of Applied Behavioral Science*, 41(1), 83-90.