

**Bibliography for the DePaul Facilitation Program
October 2005**

Module I: The Art and Science of Facilitation

- Barbour, Rosaline S. and Jenny Kitzinger (Eds.). *Developing Focus Group Research: Politics, Theory and Practice*, Sage Publications, London, 1999.
- Bens, Ingrid. *Advanced Facilitation Strategies : Tools & Techniques to Master Difficult Situations*, 2005; *Facilitating with Ease!* With CD: Care Skills for Facilitators, Team Leaders and Members, Managers, Consultants, and Trainers.
- Bergdall, Terry, *Methods for Active Participation*, Oxford University Press, Nairobi, Kenya, 1993
- Cameron, Esther. *Facilitation Made Easy: Practical Tips to Improve Meetings and Workshops*, Kogan Page Limited, London, UK, 2001 (2nd edition)
Gives detailed instructions on how to establish a workshop environment, how to plan and run the workshop and what to do afterwards supplemented with a few case studies.
- Gajanayake, Stanley and Jaya Gajanayake. *Community Empowerment: A Participatory Training Manual for Community Project Development*, PACT Publications, New York, 1993.
Focused on facilitation of community development projects.
- Hogan, Christine. *Understanding Facilitation: Theory and Principles*, Hogan Page Limited, London, UK, 2002
A theoretical background to facilitation as it has emerged as a field and how it has developed in management, education, and community development; the second half describes facilitation in relation to culturally diverse groups, technology and ethics.
- Hunter, Bailey, Taylor. *The Art of Facilitation: How to Create Group Synergy*, Fisher Books, 1995.
Facilitation is about making positive use of the huge power generated by a group.
- Johnson, Barry. *Polarity Management: Identifying and Managing Unsolved Problems*, Berrett-Koehler, 1992.
- Kaner, Sam et al: *Facilitator's Guide to Participatory Decision-Making*, New Society Publishers Gabriola Island BC, 1996.
A basic touchstone on group work that does *not* ignore the political implications of qualitative group research and the role of facilitating the process (with people who are inevitably political in some way!!) Great read.
- Kiser, A. Glen. *Masterful Facilitation: Becoming a Catalyst for Meaningful Change*, AMACOM, 1998.
- Harrison Owen: *Open Space Technology: A User's Guide*, 1997.
- Justice, Tom. *The Facilitator's Field: Step-by-Step Procedures * Checklists and Guidelines * Samples and Templates*, 1999.
- Priest, Simon., Gass, M.A. & Gillis, H.L. *The Essential Elements of Facilitation*. Dubuque, IA: Kendall-Hunt, Dubuque, Iowa, 1999.
- Pretty, Jules N., Irene Guijt, Ian Scoones, John Thompson. *Participatory Learning and Action: A Trainer's Guide*. International Institute for Environment and Development, London. 1995.
- Schwartz, Roger. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, Jossey-Bass, 2002.
As one of the pioneers in the field of facilitation, Schwartz brings insights into quality facilitation of group processes. He lays out 16 facilitation ground rules that a group should live by and explain the facilitator mindset.
- Senge, Peter M., *The Fifth Discipline: The Art and Practice of the Learning Organization*, Doubleday, New York, New York, 1990 and *The Fifth Discipline Field Book: Strategies and Tools for Building a Learning Organization*, Doubleday, New York, New York, 1994
- Shields, Katrina and Phil Somerville. *In the Tiger's Mouth: An Empowerment Guide for Social Action*, New Society Publishers. British Columbia, 1993.
Activities for training community organizers with philosophies behind it.
- Spencer, Laura J. *Winning Through Participation: Meeting the Challenge of Corporate Change with the Technology of Participation*. Dubuque, IA: Kendall/Hunt Publishing Company, 1989.
Describes the process called the Technology of Participation (ToP) of the Institute of Cultural Affairs (ICA).
- Weaver, Richard G. and Farrell, John D.: *Managers as Facilitators: A Practical Guide to Getting Work Done in a Changing Workplace*. 1997: San Francisco: Berrett-Koehler
- Wilson, Priscilla H., *The Facilitative Way: Leadership that Makes the Difference*, Team Tech Press, Shawnee Mission, KS, 2003

Modules II and III: Facilitation Basic Team Work and Project Action Teams

Dialogue

- Bohm, David, *Unfolding Meaning*, Foundation House, Loveland, Colorado, 1985
- Buber, Martin, *The Knowledge of Man*, Humanities Press, Atlantic Highlands, New Jersey, 1988
- DeBono, Edward, *Parallel Thinking*, Penguin Group, Toronto, Canada, 1994 and *Practical Thinking*, Trinity Press, London, England, 1991
- DeMare, Patrick, *Koininia: From Hate Through Dialogue to Culture in the Large Group*, Kamac Books, London, England, 1991
- Ellinor, Linda, and Glenna Gerard. *Dialogue: Creating and Sustaining Collaborative Partnerships at Work*. New York: John Wiley and Sons, 1998.
- Finlayson, Andrew, *Questions that Work: How to ask questions that will help you succeed in any business situation*, American Management Association, New York, NY, 2001.
- Imaginal Training, *International Facilitator's Companion: The Basic Conversation Method*, DigiTALL, Groningen, The Netherlands, 1997
- Kahn, Michael. *The Tao Of Conversation: How To Talk About Things That Really Matter, In Ways That Encourage New Ideas, Deeper Intimacy, And Build Effective And Creative Working Relationships*. Oakland, CA: New Harbinger Publications, 1995.
This book is for those who have ever tried to talk to a partner, co-worker, or friend, only to end up frustrated, alienated, or hurt. It provides ways to overcome the combative or disengage conversation styles that we see around us and helps one to explore new ideas with others.
- Krisco, Kim H. *Leadership and the Art of Conversation: Conversation as a Management Tool*. Rocklin, CA: Prima Publishing, 1997.
Conversation is the most underutilized management tool at a manager's command. In changing the way you talk to people, you can become a more effective manager.
- Nelson, Jo, *The Art of Focused Conversation for Schools: Over 100 Ways to Guide Clear Thinking and Promote Learning*, Canadian ICA, 2001
- Patterson, Kerry, Grenny, Joseph, McMillan, Ron, Switzler, Al, *Crucial Conversations: Tools for Talking When the Stakes Are High*, McGraw-Hill, NY, NY, 2002
- Scott, Susan, *Fierce Conversations: Achieving Success at Work and In Life One Conversation at a Time*, Penguin Group, NY, NY, 2002
The book's thesis is that our lives succeed or fail gradually, then suddenly, one conversation at a time. While no single conversation is guaranteed to change the trajectory of a career, a business, a marriage, or a life, any single conversation can. This book will help you make every conversation count.
- Stanfield, Brian, General Editor, *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace*, The Canadian Institute of Cultural Affairs, Toronto, Ontario, Canada, 1997
- Tannen, Deborah, *The Argument Culture: Stopping America's War of Words*, Ballentine Books, NY, 1999

Facilitating Teams

- Blanchi, Sue, Jan Butler, and David Richey. *Warmups for Meeting Leaders.*, San Diego, CA: University Associates. 2000.
Practical materials to motivate meeting attendees, including 100 warm-ups that invigorate, motivate, and loosen up groups and graphics for overheads.
- Bolton, Robert. *People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts*. New York: Simon & Schuster Touchstone, 1979.
As president of Ridge Consultants, a firm that specializes in improving human performance and communication skills, Bolton is often credited for designing the popular "relationships style" model.
- Bradford, Leland P. *Group Development*. Arlington, VA: NTL Institute for Applied Behavioral Science, 1974.
Articles from many pioneers in the study of group dynamics through the National Training Labs (NTL). Articles stress sensitivity to both rational and emotional forces, and to both task and maintenance problems.
- Brassard, Michael. *The Memory Jogger Plus+: Featuring the Seven Management and Planning Tools*. Methuen, MA: GOAL/QPC, 1989.
Seven management tools (one of which is the affinity process) to effectively move from a chaotic situation to an action plan for improvement. It is especially for teams using the total quality management methods.
- Brightman, Harvey J. *Group Problem Solving: An Improved Managerial Approach*. Atlanta, GA: Georgia State University, 1988.
Methods include verbal, visual, and mathematical problem-solving languages, the Nominal Group Technique, constructing a group charter; the art and science of problem finding, and problem diagnosis.
- Carr, Clay. *Team Leaders Problem Solver*. Englewood Cliffs, NJ: Prentice Hall, 1996.
One hundred twenty-five different issues that come up during the life of a team are treated and ways to deal with

- them are provided. This is a very helpful book to use as a beginning team leader.
- Doyle, Michael and David Straus. *How to Make Meetings Work*. New York: The Berkley Publishing Group, 1976.
A practical manual of methods and techniques for getting meetings to start and end on time, designing practical agendas, keeping the meeting on track, dealing with "difficult" people, increasing group participation, generating creative solutions, giving effective presentations, and developing consensus.
- Dyer, William G. *Team Building: Current Issues and New Alternatives*, Reading, MA: Addison-Wesley, 1995.
Explains how teams are most successful when they are part of the culture and structure of the whole organization and when there is an understanding about the human dynamics present around the table.
- Ephross, Paul H. and Thomas V. Vassil. *Groups That Work: Structure and Process*. New York: Columbia University Press, 1988.
Practical principles for day-to-day group life based on a democratic mode in diverse settings. Assists professionals to understand events in groups, skills needed for effective participation and leadership, and productive ways to utilize tensions to accomplish group tasks.
- Fisher, Kimball. *Leading Self-Directed Work Teams: A Guide to Developing New Leadership Skills*. New York: McGraw-Hill, 1993.
Looks at the challenges and rewards of changing from a traditional supervisor to a confident "self-directed work team" leader.
- Fisher, Roger and William Urv with Bruce Patton, Editor. *Getting to Yes: Negotiating Agreement Without Giving In*. Boston: Houghton Mifflin Company, 1981.
About principled negotiation which suggests looking for mutual gains whenever possible. Where interests conflict, the results should be based on fair standards independent of the will of either side.
- Fox, William M. *Effective Group Problem Solving: How to Broaden Participation, Improve Decision Making, Increase Commitment to Action*. San Francisco: Jossey-Bass Publishers, 1987.
Highlights gains derived from using participative problem solving in work groups, committees, volunteer groups, and within industry. Focuses on the Improved Nominal Group Technique (INGT), a process that minimizes or eliminates many problems associated with conventional group procedures.
- Gallagher, Thomas J. *Problem Solving With People: The Cycle Process*, Lanham, MD: Univ. Press of America, Inc, 1987.
The cycle method provides a specific process a step-by-step method that encourages cooperative problem solving that is soft on people but hard on the problem.
- Gillette, Jonathon and Marion McCollom. *Groups in Context: A New Perspective on Group Dynamics*. Reading, MA: Addison-Wesley Publishing Company, Inc., 1990.
Describes the relevance and vitality of small group analysis by integrating it into general theories about organizational processes and management practices.
- Hackman, J. Richard. *Groups That Work (and Those That Don't): Creating Conditions for Effective Teamwork*. San Francisco: Jossey-Bass Publishers, 1990.
Provides insights into how work groups function by linking descriptive accounts of specific work groups with theoretical concepts to generate action implications for research and practice. The helpful describes ways of creating more effective work groups in organizations as well as the five most common
- Harvey, Thomas R. and Bonita Drolet. *Building Teams, Building People: Expanding the Fifth Resource*. Lancaster, PA: Technomic, 1994.
The fifth resource is energy, after the first four: people, money, facilities and time. The chapters deal with creating effective teams, setting norms, managing conflict, endowing people with power and inspiring intrapreneurship.
- Haynes, Marion E. *Effective Meeting Skills, A Practical Guide for More Productive Meetings*. Los Altos, CA: Crisp Publications, Inc., 1988.
A "self paced" book in a workbook format made up of exercises, activities, assessments, and case studies to help persons improve the quality of the meetings they attend and/or conduct.
- Heron, John. *The Facilitators' Handbook*. Kogan Page: John Heron, 1989.
Heron defines six distinctive dimensions used in facilitating experiential learning groups and three basic methods for decision-making within each dimension. These conditions are incorporated into the six dimensions of facilitation: planning, meaning, confronting, feeling, structuring, and valuing. Within this framework the book offers a detailed survey of the many options open to facilitators for managing the learning process.
- Holpp, Lawrence. *Managing Teams*. New York: McGraw-Hill, 1999.
A helpful guidebook from a seasoned OD practitioner. It has more on aligning teams with business strategy than Most and a helpful section on creating the culture for teamwork.
- Howick, Drew. *The New Complete Facilitator*. Madison, WI: Howick Associates, 2002.
An easy-to-use everyday reference for both and new and experienced facilitators for everything from training to Troubleshooting. The unique guide can help you become a "fearless facilitator".
- Huszczko, Gregory E. *Tools for Team Excellence: Getting Your Team Into High Gear and Keeping It There*. Palo Alto: Davies-Black, 1996.

- Huszczko's "seven key components of effective teams" won't surprise anybody, but his 24 team exercises including a team diagnostic questionnaire, clarifying the task, social, and dysfunctional roles on your team, and a team meeting questionnaire are worth taking a look at.
- Katzenbach, Jon R. and Douglas K. Smith. *Teams at the Top: Unleashing the Potential of Both Teams and Individual Leadership*. Boston: Harvard Business School, 1998 and *The Wisdom of Teams: Creating the High-Performance Organization*. Boston: Harvard Business School, 1993.
Drawing on research of over forty teams from business and other sectors, describes the current best practices anthology of lessons learned about effective teams. Considered by many to be "the" textbook on teams.
- Klubnik, Joan P., and Penny F. Greenwood. *The Team-Based Problem Solver*. Burr Ridge, IL: Irwin, 1994.
The authors, consultants, have their version of a seven-step plan for teams that utilize the total quality management (TQM) approach to problem solving. A good how-to primer for those not familiar with TQM.
- Manzini, Andrew O. *Organizational Diagnosis: A Practical Approach to Company Problem Solving and Growth*. New York: Amacon, 1988.
The central thesis of this book is that the solution to many organizational problems lies within the organization itself -- with its own people. The purpose of the book is to explain organizational diagnosis, and the diagnostic cycle that includes data gathering, analysis, feedback, action planning, implementation, and evaluation.
- Miles, Matthew B. *Learning to Work in Groups. A Practical Guide for Members and Trainers*. New York: Teachers College Press, 1981.
The essential core of the book is focused on processes for learning - and helping others learn - effective group behavior, through carefully designed programs. The emphasis is on experience based training methods for task oriented groups and is especially aimed at persons such as facilitators who are in a position to start and carry out training programs designed to improve group processes.
- Osburn, Jack D., Linda Moran, Ed Musselwhite, and John H. Zenger. *Self-Directed Work Teams: The New American Challenge*. New York: McGraw-Hill, 1999.
Provides a what, why, and how approach for understanding and implementing self directed work teams. The third section of the book details 19 tools and techniques the authors recommend using to achieve successful, fully directed work teams.
- Pfeiffer, William J. *The Encyclopedia of Group Activities: 150 Practical Designs for Successful Facilitating*. San Diego: Pfeiffer & Co., 1990.
The three ring binder contains 150 activities ranging from simple to complex and requiring anywhere from 30 minutes to 3 hours. The activities offer creative ways to become better acquainted, increase self and group awareness, clarify assumptions and values, communicate more openly, and practice skill development.
- Ray, R. Glenn. *The Facilitative Leader: Behaviors that Enable Success*. Upper Saddle River, NJ: Prentice Hall, 1999.
This book deals with how to be an effective team leader and comes from years of the author's experience as trainer and consultant. Explaining how the role of the facilitator is different from coach, trainer, and consultant, this book provides an introduction into this new realm of the role of leadership.
- Rees, Fran. *How To Lead Work Teams: Facilitation Skills*. San Diego: Pfeiffer and Co., 1990.
The book is designed to help managers and team leaders see the benefits of a more facilitative, participative style of leadership. Its intent is to explain what facilitating is and is not and to show how to do it effectively. For Rees, facilitating is 1) leading others to participate in what was once the domain of management, 2) drawing fully on the expertise, knowledge, and experience of individuals and teams, 3) knowing how to use group process to maximize participation, productivity, and satisfaction.
- Rees, Fran. *The Facilitator Excellence Handbook*. San Francisco: Jossey-Bass/Pfeiffer, 1998.
This is a follow-up to the book above by Rees. Here she talks about the distinction between being a facilitator of a meeting, of a team and of an organization. Facilitating means managing through people instead of managing people; becoming a facilitator is not a step or decision but a process.
- Ripley, Robert E., and Marie J. Ripley. *Manage It All: Yourself, Your Company, and Others*. Carefree, AZ: Carefree Press, 1988.
Chapter V, Managing Meetings and Small Groups, describes the origin of group work, group task functions and member roles, maintenance functions and group member roles, effective meeting and group session behaviors, methods for a win-win approach in problem solving, meeting management, and pre and post meeting action checklists
- Romig, Dennis A. *Breakthrough Teamwork: Outstanding Results Using Structured Teamwork*. Chicago: Irwin, 1996.
Utilizes the 5C model of: communication, cooperation, coordination, creative breakthrough and continuous breakthrough. This book is a fine compendium of basic teamwork tools.
- Scholtes, Peter R., Brian L. Joiner, and Barbara J. Streibel. *The Team Handbook, Second Edition*. Madison: Joiner Associates, 1996.
This is probably the best handbook for team leaders of total quality management and continuous quality improvement approaches in that it provides tips on how to lead process improvement team efforts. It's the kind of handbook that team leaders can use to create meeting agendas, with many templates to use.

- Skopec, Eric, and Dayle M. Smith. *How to Use Team Building to Foster Innovation Throughout Your Organization*. Chicago: Contemporary Books, 1997.
A consultant team summarizes the lessons they have learned in their client engagements about how to create and utilize teams effectively.
- Troxel, James P. *Participation Works: Business Cases From Around the World*. Alexandria, VA: Miles River Press, 1993.
Eleven case studies of companies that have installed a more participative approach to doing business are featured that demonstrate how increased profitability was achieved as a result. All 11 companies utilized teams in the implementation of their business models, which was a key to their success.
- Tuckman, B. W. "Developmental Sequence in Small Groups". *Psychological Bulletin*, 63 (6), 384-399.
Here is the first mention of the four stages of group development: forming, storming, norming and performing. A classic article.
- Van Gundy, Arthur B. *Managing Group Creativity: A Modular Approach to Problem Solving and Techniques of Structured Problem Solving*. New York: American Management Association, 1984 and 1988.
Managing Group Creativity has modules on group creative problem solving. Each of the modules provides the structure needed by groups to deal with poorly structured problems. *Techniques* focuses on the development of custom-made, structured approaches for solving poorly structured problems: searching for information, designing definitions, solutions, and solution consequences, and choices for selecting definitions, techniques, and solutions.
- Von Oeck, Roger. *A Whack on the Side of the Head*. New York: Warner Books, 1983 and *A Kick in the Seat of the Pants*. New York: Harper Collins, 1986.
Books have creativity tools to spark imagination, expand thinking skills, tickle the funny bone, and lead to more than one right answer, including puzzles, word games, group activities, and more. Von Oeck helps break through mental blocks and unlock the most creative self.
- Weaver, Richard G., and Farrell, John D. *Managers as Facilitators: A Practical Guide to Getting Work Done in a Changing Workplace*. San Francisco: Berrett-Koehler, 1997.
For the authors, facilitator is a distinct role from that of manager or leader. Yet, frequently managers have to be facilitators and this book helps them begin to understand the tools that make up that role.
- Williams, Anthony. *Forbidden Agendas: Strategic Action in Groups*. New York: Routledge, 1991.
As a psychologist, the author opens up the "dark side" of teams and shows how to turn it into positive forces.
- Williams, Hank. *The Essence of Managing Groups and Teams*. London: Prentice-Hall, 1996.
Providing a companion to "The Essence of Managing People" which introduced the skills needed to effectively manage the individual, this text continues the story to show how to apply these principles in the wider context of the management of the overall group or team (manager as facilitator). The provides new techniques involved in non-hierarchical, cross-functional group and team management.
- Wheelan, Susan A. *Creating Effective Teams: A Guide for Members and Leaders*. Thousand Oaks, CA: Sage, 1999.
Chapter 4 on "How Do High Performance Teams Function" while not new to the seasoned team member is a concise compendium of the basic team tools. Wheelan's take on the stages of group development (Chapter 3), while similar to Tuckman's, provide additional insights for team leaders.
- Williams, Bruce, *More Than Fifty Ways to Build Team Consensus*, IRI/Skylight Publishing, Inc., Palatine, Illinois, 1993

Module IV: Technology Supported Facilitation

- Cohen, Susan G. and Cristina B. Gibson, Editors. *Virtual Teams that Work: Creating Conditions for Virtual Team Effectiveness*, Jossey-Bass, San Francisco, CA, 2003.
The staff at the Center for Effective Organizations at the University of Southern California edited 38 authors who presented at a 2001 conference, charged to to relevant to the five practitioners (Intel, Procter & Gamble, Lockheed Martin, Herman Miller and Rush Medical Center). The authors address how virtual teams are designed, managed and implemented to harness talent from the globe – the keys to virtual team success.
- Duarte, Deborah L. and Nancy Tennant Snyder. *Mastering Virtual Teams: Strategies, Tools and Techniques that Succeed*, Jossey-Bass, San Francisco, CA, 1999.
Outline of major steps in starting a virtual team and how facilitation plays a role in effective team dynamics.
- Haywood, Martha, *Managing Virtual Teams: Practical Techniques for High-Technology Project Managers* (Artech House Professional Development Library)
Shows how distributed work groups can be even more productive, effective and flexible than traditional co-located teams. Supported by extensive research, the book addresses the most commonly identified managerial concerns such as communication, control, monitoring, team building, cultural differences, and legal and process issues.
- Hoefling, Trina. *Working Virtually: Managing People for Successful Virtual Teams and Organizations*, Stylus Publishing, Sterling, VA, 2001

Explains what is needed in terms of individual and organizational development, showing how technological tools can expand options for collaboration. Hoefling is concerned with maintaining the culture, how to manage group dynamics of change and how to create trust and guide communication.

Lipnack, Jessica and Jeffrey Stamps. *Virtual Teams: People working Across Boundaries with Technology*, John Wiley & Sons, Inc., New York, NY, 2000. (2nd edition)

Introduces virtual teams, the future of teams, case studies from various companies, concepts and models and a seven-step process for launching virtual teams.

Module V: Facilitating Adult Learning (and the Learning Organization)

Beach, Lee Roy *Image Theory: Decision Making in Personal and Organization Context*, John Wiley and Sons, 1990

Benson, H., *The Relaxation Response*, Avon, New York, NY, 1975

Uses imagery in relation to stress and healing.

Beyer, B., *Practical Strategies for the Teaching of Thinking*, Allyn & Bacon, Boston, MA, 1987

Blakeslee, J.R., *The Right Brain*, Anchor Press, Garden City, NY, 1980

Block, Ned, *Imagery*, MIT Press, Cambridge, MA, 1981

Boulding, Kenneth, *The Image: Knowledge in Life and Society*, University of Michigan Press, Ann Arbor, MI, 1956.

Brann, Eva, *The World of the Imagination*, Rowman & Littlefield, Savage, MD, 1990.

Brubacher, John W., *Becoming a Reflective Educator: How to Build a Culture of Inquiry in the Schools*, Corwin Press

Buzan, Tony, *Use Both Sides of Your Brain*, E.P. Dutton, New York, NY, 1974 and *Make the Most of Your Mind*, E.P. Dutton, New York, NY, 1984

Campbell, Linda, et al, *Teaching and Learning Multiple Intelligences*, New Horizons for Learning, Seattle, WA, 1992

Finke, Ronald, *Creative Imagery: Discoveries and Inventions in Visualization*, L. Erlbaum Associates, Hillsdale, NJ, 1990 and *Principles of Mental Imagery*, MIT Press, Cambridge, MA, 1989 (Ch.1)

Gallistel, C. R., *The Organization of Learning*, MIT Press, Cambridge, MA, 1990

Gardner, Howard, *Frames of Mind: The Theory of Multiple Intelligences*, Basic Books, New York, NY, 1983

Theory of multiple intelligences presents a means for educators to reach all children and guide them into the development of their potentials.

Hayes, Robert H., *Dynamic Manufacturing: Creating the Learning Organization*, Free Press, NY, 1988

Henderson, James G., *Reflective Teaching: Becoming an Inquiring Educator*, MacMillan College Division, 1992

Kahn, Michael, *Build Effective and Creative Working Relationships*, New Harbinger Publications, Inc., Oakland, California,

Knowles, Malcolm, *The Adult Learner: A Neglected Species*, Gulf Publishing Company, Houston, TX, 1978

Kunzendorf, Robert G and Sheikh, Anees A., Editors, *The Psychophysiology of Imagery: Theory, Research and Application*, Baywood Publishing Company, Inc., Amityville, New York, 1990.

Lazear, David, *Seven Ways of Knowing: Teaching for Multiple Intelligence*, Skylight Publishing, Palatine, IL, 1991

Margulies, Nancy, *Mapping Inner Space*, Zephyr Press, Tucson, AZ, 1990

McCarthy, Bernice, *4-Mat in Action: Creative Lesson Plans for Teaching to Learning Styles with Right/Left Mode Techniques*, Excel, 1983

Morgan, Gareth, *Imaginization: The Art of Creative Management*, Jossey-Bass, 1993

Marquardt, Michael J., *The Global Learning Organization*, Irwin Professional Publishing, Burr Ridge, IL, 1994

Peterson, Ralph, *Life in a Crowded Place: Making a Learning Community*, Heinemann, Portsmouth, NH, 1992

Polak, Fred *The Image of the Future*, Jossey-Bass Inc., Publishers, San Francisco, CA, 1973

Redding, John C., *Strategic Readiness: The Making of the Learning Organization*, Jossey-Bass, San Francisco, CA, 1994

Schoen, Donald A., *Educating the Reflective Practitioner*, Jossey-Bass, 1990 and *The Reflective Practitioner: How Professionals Think in Action*, Basic Books, New York, NY, 1983

Senge, Peter M., *The Fifth Discipline: The Art and Practice of the Learning Organization*, Doubleday, 1990 and *The Fifth Discipline Field Book: Strategies and Tools for Building a Learning Organization*, Doubleday, 1994

Sheikh, Anees, *Imagery: Current Theory, Research and Application*, John Wiley and Sons, New York, NY, 1983

Srivastva, Suresh and Cooperrider, David, *Appreciative Management and Leadership: The Power of Positive Thought and Action in Organizations*, Jossey-Bass Management Series, San Francisco, CA, 1990

Slater, Stanley F., *Market Oriented Isn't Enough: Build a Learning Organization*, Marketing Science Institute, Cambridge, MA, 1994

Swieringa, J., *Becoming a Learning Organization*, Addison-Wesley, Reading, MA, 1992

Tobin, Dan, *Re-educating the Corporation: Foundations for the Learning Organization*, Essex Junction, VT, 1993

Watkins, Karen E., *Sculpting the Learning Organization: Lesson in the Art and Science of Systemic Change*, Jossey-Bass, San Francisco, CA, 1993

Wass, L.L., *Imagine That: Getting Smarter Through Imagery Practice*, Jalmar Press, Rolling Hills Estate, CA, 1991

Wheatley, Margaret, *Leadership and the New Science: Learning About Organization*, Berrett-Koehler, San Francisco, CA, 1992