

CHAPTER VIII

Suggested Readings

Bibliography

July 1, 2010

This bibliography covers a collection of writings that inform the several decision-making courses that we teach. We have evaluated the writings' relevance vis-à-vis 17 topics that – in turn – are the major modules of those several courses. At the end of each bibliography entry we show how – we think – the particular writing relates to the 17 modules.

The 17 modules are:

Relevance:

A: A/M Process

B: Judgment

C: Individual Decision-Making

D: Uncertainty

E: Quantification

F: Elementary Concepts

G: Values

H: Group Decision-Making

I: Consent-Building

J: Crisis Management

K: Communication

L: Game Theory

M: Conflict / ADR

N: Extremist Opponents

O: Professional Ethics

P: Commission/Staff Relations

Q: Excellence

“A/M” stands for the Augmentation/Meta-Process

“ADR” stands for Alternative Dispute Resolutions

Aguayo, Raphael, Dr. Deming, The American who Taught the Japanese about Quality.

Edwards Deming, the management genius whom the Japanese credit for bringing back their post-war economy, is difficult to understand. But, some of his disciples, such as Raphael Aguayo, are not. Aguayo uses his own experience of how he came across Deming and Deming’s revolutionary, counter-intuitive approach to bringing about excellence and productivity, to introduce us to Edwards Deming.

If you are a serious student of management, you owe it to yourself to read this short book every few years to remind you what’s possible in getting extraordinary performance from ordinary people.

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Allison, Graham T., Essence of Decision, Explaining the Cuban Missile Crisis, Harper Collins Publishers, 1971.

“A fault in the premise will reappear in the conclusion.”

The author demonstrates how assumptions that underlie a decision-making process will influence the outcomes. She uses the Cuban Missile Crisis and other international conflicts to illustrate this point in interdependent decision-making.

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Arrow, Kenneth J., Monograph 12, Social Choice and Individual Values, Second Edition, Cowles Foundation for Research in Economics at Yale University, John Wiley & Sons, Inc., 605 Third Avenue, New York, NY.

Kenneth Arrows’ work earned him the 1972 Nobel Prize in Economics. Every public-sector professional should know and

understand Arrows’ earth-shattering finding. His “General Possibility Theorem” proves that all of us who would like to have an objective – strictly technical – process, or algorithm, for making complex public-sector decisions are barking up the wrong tree . . . It can’t be done!

The trouble with this book, however, is that it is written for decision-theorists. We need a laymen’s version for all of us decision-making practitioners.

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Axelrod, Robert, Evolution of Cooperation, Basic Books, Harper Collins Publishers, 1984, (a suitable companion to The Compleat Strategyst) by J.D. Williams

Among other things the book demonstrates by means of simple arithmetic how detrimental to all parties involved the zero-sum game strategies are.

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Barry, John M., The Great Influenza: The Epic Story of the Deadliest Plague in History (revised edition) Viking, Penguin Books, 2005

The Great Flu of 1918 killed over 100 million people . . . more people in 24 weeks than the AIDs epidemic has killed in 24 years.

We are shown how failing to tell the public the truth early, in this case, had devastating consequences. Millions died when their deaths could have been prevented. Because information about

the flu was suppressed, and because public officials resorted to cover-ups, (In the Eastern United States journalists were even threatened they'd lose their job if they leveled with the public.) no measures could be taken to stem the tide. In sharp contrast, the ravages of the flu were diminished in San Francisco due to the fact that the public was leveled with early on. It was therefore possible to implement preventive measures to reduce the loss of life.

The book won the 2005 "Best Book" award from the National Academies, as well as awards from WGBH's NOVA program and the Boston Globe.

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Bailyn, Bernard, The Ideological Origins of the American Revolution, the Belknaap Press of Harvard University, Cambridge, MA; London, England, 1992

So, you thought that the American habit of bad-mouthing government . . . of not trusting public officials . . . is a sign of the times? You thought that "in the good old days" public official were trusted? . . . Well, Bernard Bailyn has news for you: It used to be worse! In fact, America was born out of a veritable anti-government feeding frenzy of "bureaucrat-phobia." In the years that preceded the American Revolution, a great many people were convinced that a world-wide conspiracy -- masterminded by bureaucrats -- was threatening individual freedoms.

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Bernstein, Peter, L., Against the Gods, The Remarkable Story of Risk, John Wiley & Sons, Inc., 1996

Bernstein gives us the history, the evolution, of "Risk" starting with the ancient Egyptians and their understanding of mathematical concepts. This is a beautiful, easy-to-read introduction to the fields of Uncertainty and the Quantification of Uncertainty.

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Blakeley, Roger, B., Managing to Succeed, Successful Leadership in Action Adapting to Change and enjoying it.

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Bleiker, Hans, Annemarie, and Jennifer; Citizen Participation for Public Officials and Other Professionals Serving the Public; IPMP (Institute for Participatory Management & Planning), Monterey, CA, 2000.

This is the basic text for two of the courses developed and taught by IPMP: SDIC: the Systematic Development of Informed Consent, and CPO: Citizen Participation-by-Objectives. The hard-copy version of this loose-leaf book is web-enhanced. An e-Book version of this text is also available from the IPMP website www.consentbuildtin.com .

The Bleikers define Informed Consent thus: "Informed Consent is the grudging willingness of opponents to 'go along' . .

. maybe grudgingly . . . with a course of action that they, actually, are opposed to.”

Users of the SDIC strategy focus on informing their various publics – especially their opponents – so well (about who is proposing what, why they are proposing it, how they came up with the proposal, what the consequences are of not following through with the proposal, etc.) that, when it’s all said and done, even the opponents (i.e. people who will be harmed by the proposal) conclude that it – nevertheless -- is the right thing to do . . . that, while they still may not be able to support it, they can live with it.

CPO picks up where SDIC leaves off. It takes an Objectives-driven approach to public involvement, rather than a Techniques-driven approach. (Most public agencies take a Techniques-driven approach, where they decide how they’ll involve the public before they decide why.) In an Objectives-driven approach agencies focus on why they may need to do some citizen participation; they assess their proposed project’s “Citizen Participation Needs” . . . i.e. its unmet CP Needs. (Such as “Establishing the agency’s and the project’s legitimacy” or “Getting to see the proposal, the agency, the world through they eyes of an specific potentially affected interest”)

Another way to look at this SDIC/CPO consent-building strategy: SDIC/CPO is a “zero-based budgeting” approach to public involvement. Users will do no public involvement unless they can identify specific unmet Citizen Participation Needs. If the needs assessment process (worksheets for doing the assessment can be downloaded from IPMP’s website for free) identifies specific CP Needs, a public involvement program gets tailored to accomplish those specific needs . . . and only those needs. As a result users of SDIC/CPO never hold public meeting, or create citizen committees, simply because that’s what everyone else does. After all, most of the public meetings held by

most public agencies are somewhere between useless and counter-productive; they often create more misunderstanding, posturing, grand-standing than informed consent.

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Bryan, Frank M., *Real Democracy, The New England Town Meeting and How it Works*, The University of Chicago Press, Chicago & London, 2004

Professor Bryan’s Real Democracy is a study of 1,500 town meetings in Vermont. His findings are based on a mountain of data collected from 210 of Vermont’s small towns. The difference between “real democracy” and representative democracy is that, once a year – in a “real” democracy, i.e. like in Vermont – all the eligible citizens of a town become legislators.

At their annual town meeting they debate, and then vote on, the issues that face their town. They are the government.

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Buchanan, James M. & Tullock, Gordon, *The Calculus of Consent, Logical Foundations of Constitutional Democracy*, University of Michigan Press 1962, 1965, 839 Greene Street, P.O. Box 1104, Ann Arbor, MI 48106, 1104, Tel. 313/764-4394, Fax 313/936-0456.

The authors describe the process by which public-sector decisions are made in the United States’ political arena. One angle of the book shows that decisions are generally not made by

the majority of the electorate, but by minorities . . . sometimes surprisingly small minorities.

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Cohen, Herb, You Can Negotiate Anything, Lyle Stuart, Secaucus, NJ, 1980

This very readable, entertaining book covers three main areas: aspects of orientation, three crucial variables of power, information, time, and society vs. win-win styles of negotiating. Cohen shows you that negotiation has to do with the satisfaction of people’s needs. Awareness of -- and use of -- power are the crux of Cohen’s approach. He supports his theory by many examples.

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Conner, Gail A., Good News, How to Get the Best Possible Media Coverage for your School, Corwin Press, Inc., A Sage Publications Company, Thousand Oaks, CA

Gail Conner gives us case studies of how agencies such as public schools, and other local governments have worked constructively with the media in the Systematic Development of Informed Consent.

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Covey, Stephen R., Principle-Centered Leadership, “Give a man a fish and you feed him for a day; teach him how to fish and you feed him for a lifetime.” A Fireside Book, 1990, Simon & Schuster, Rockefeller Center, New York, 10020.

On your way to becoming a leader Stephen Covey offers you advice on how to do the right thing, when doing the wrong thing comes naturally. Principle-Centered Leadership helps with relationships in the workplace as well as elsewhere.

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Csikszentmihalyi, Mihaly, Flow: The Psychology of Optimal Experience, Steps Toward Enhancing the Quality of Life, Harper & Row, Publishers, New York, 1990

The title really says it all. The book teaches you how to get the most out of your work/career. You learn how to get the right mindset, or using the author’s words, how to “go with the flow.”

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Dahl, Robert A., A Preface to Democratic Theory, University of Chicago Press, 1956

A Preface to Democratic Theory is deserving of the attention of anyone who cares about, and/or wants to understand democracy. Robert Dahl has been an important influence on the theory of democracy, and on the actual practice of democracy around the world.

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Dahl, Robert A., On Democracy, 1998 Yale University Press, New Haven & London.

Dahl gives a brief history of democracy, its origins and its triumphant rise in the twentieth century. He tells us what democracy is, and what makes it such a valuable way of governing, despite its inefficiencies. There are many different forms of democratic governments across the globe.

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Deming, W. Edwards, Out of the Crisis, MIT Center for Advanced Engineering Study, Cambridge, MA 02139, 1982 & 1986

Deming is one of a group of mathematicians who, during World War II develop a statistical approach to managing workers engaged in war materials production – such as bomber assembly plants. The resulting management approach has phenomenal results for anyone who has the courage and perseverance to use it. There is absolutely no question that it gets extra-ordinary performance from ordinary people.

Deming’s contribution is a profound one. It doesn’t say much about the quality of management when an organization performs well that’s has the luxury of being highly selective in hiring or admitting. After all, extra-ordinary people tend to do extra-ordinary work even under mediocre management. Great managers get extra-ordinary performance from a staff they don’t have the luxury of selecting.

The trouble is, his statistical approach to excellence and productivity takes courage and perseverance to understand and to implement because it is very different from – practically the opposite of – the typical American approach to management. In fact, not only is his approach hard to understand, he is hard to understand . . .

If it were not for the fact that the Japanese are eternally grateful to him for making them world leaders in the automotive and consumer electronics industries after being totally demoralized after losing World War II, American industrialists would never have paid any attention to Deming. He is the most revered person in Japan after the emperor.

For a reader-friendly version of Demings management approach, we recommend Raphael Aguayo’s Dr. Deming, The American who Taught the Japanese about Quality

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De Pree, Max, Leadership Jazz: The Art of Conducting Business Through Leadership, Followership, Teamwork, Touch, Voice, Bantam Doubleday Dell Publishing Group, Inc., 1540 Broadway, New York, NY 10036, 1993

De Pree uses the analogy of jazz-band leaders who “combine the unpredictability of the future with the gifts of individuals.” We call it “Holistic Leadership.” As leader, Max De Pree recognizes the personal needs of individuals who make up a team in the work place, their roles as team members, their contributions to the overall purpose, and each person’s unique talents. This is a management book written in a graceful style and easy to read.

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Delbecq, Andre, Van de Ver & Gustafson, Group Techniques for Program Planning: A Guide to Nominal Group & Delphi Processes, Scott Foreman & Co., 1975

The first half of the Nominal Group Workshop is as good a tool as you can find to get “Input” from an audience in a room. The purpose of the second part of the Nominal Group Workshop is to zero in on, i.e. to find agreement on, the most important issues among a group of individuals with divergent values, preferences, and agendas.

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Doyle, Michael & Strauss David, How to Make Meetings Work, Playboy Press, Paperbacks, Second Printing 1979

Doyle & Strauss give practical advice on a variety of topics ranging from why meetings are important, how to plan for meetings, as well as details such as the room layouts that help make meetings work for you.

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Dunsing, Richard J., You and I Have Simply Got to Stop Meeting This Way, Amacon Division of American Management Association, New York, NY 10020

You’ll find useful suggestions on how to avoid offensive behavior such as getting drawn into the blame game, and how to turn negative features or verbal attacks into positive uses.

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Feynman, Richard P., “What Do You Care What Other People Think?” published by W.W. Norton, Bantam edition, November 1989

Feynman uses the first half of the book to tell us about his upbringing, about the important people in his life, and how some of his thinking evolved. It’s a good read.

In the second half of the book Feynman gives a fascinating account of the inner workings of the Presidential **Blue Ribbon Commission** established to investigate the causes of the Challenger space shuttle explosion. He was a member of that commission. It turned out to be far from simple to get to the bottom of things because of the personal agendas some people had. One of his points is that scientific facts, data, analysis, etc. are not nearly as persuasive as are anecdotal data in getting a point across. In fact, he attributes the Challenger accident to the Morton-Thyokol engineers’ failure to communicate . . . failure to persuade . . . rather than an engineering or scientific failure. Coming from a Nobel-Prize winning quantum-physicist, this is a particularly noteworthy conclusion.

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Fisher, Roger & Ury, William, Getting to Yes, Houghton Mifflin Company 1981.

The authors concentrate on a concept called “Principled Negotiation.” It rests on four principles: 1) separate people from the problem, 2) focus on interests, not positions; 3) have a variety of alternatives, and options; 4) insist on objective criteria for an agreement. Find the Best Alternative To a Negotiated Agreement (BATNA).

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Frankl, Victor E., Man’s Search for Meaning, An Introduction to Logotherapy, Fourth Edition, Beacon Press, Boston, 1992

Imprisoned in a German concentration camp for slave laborers during WWII, Frankl refined “Logotherapy,” his theory on mental health. He used his and his cohorts’ experience with torture, death, starvation, and other deprivations as a laboratory for testing and refining his theory.

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Funk, Robert, McMahan Elizabeth & Day, Susan. The Elements of Grammar for Writers, 1991, Macmillan

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Haass, Richard N., The Power to Persuade, How to be Effective in Government, the Public Sector, or any Unruly Organization, Houghton Mifflin Company, Boston, New York, 1994

The title of the book . . . “any Unruly Organization” gives a hint of the environment public-sector professionals so often find themselves in. Haass offers advice on how to be effective in that kind of environment. You’ll find the text useful. It will help you understand that, to be effective, you have to come up with two things: 1.) coming up with sound technical solutions and 2.) developing acceptance from the boss, colleagues, subordinates, and from anyone who may have a beef with what you are proposing.

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Hamilton, Alexander; Madison, James & Jay, John; The Federalist Papers, ed.

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Halberstam, David, The Reckoning, Avon Books, New York, 1987

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Hall, Edward T., The Hidden Dimension, Anchor Books Edition, 1969

Edward T. Hall introduces us to “proxemics,” how people perceive the space around them and how they use it. We learn that different cultures perceive space differently. His insights are critical for architects and planners who design facilities that are people friendly for users of different cultural backgrounds.

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Hammond, John S., Keeney, Ralph L., Raiffa, Howard, Smart Choices, A Practical Guide to Making Better Life Decisions, Harvard Business School Press, 60 Harvard Way, Boston, MA

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Harvey, Dr. Jerry, The Abilene Paradox, available as a book or video.

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Hayakawa, S. I., Symbol, Status & Personality, A Harvest HBJ Book, Harcourt Brace Jorovich Publishers, San Diego, New York, London

A few of the chapter titles best describe what you can get out of the book:

I How Words Change our Lives, II The Tyranny of Words, III How to Listen to Other People, VIII Propaganda or Information , XII Communication and the Human Community

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Howard, Philip K., The Death of Common Sense: How Law is Suffocating America, Random House 1995

Examples of government regulations are described that defy any semblance of common sense where runaway bureaucrats have run amuck, having completely lost sight of their raison d’etre.

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Ilich, John, The Art and Skill of Successful Negotiations, Prentice-Hall, Englewood Cliffs, NJ, 1973

Here are some of the nuts and bolts of successful negotiations strategies. Some of the tactics, although all right for the private sector, would be ill-advised in the public sector.

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Jenkinson, Clay, S., Becoming Jefferson’s People: Re-inventing the American Republic in the Twenty-first Century

Jenkinson calls for a national conversation of the Jeffersonian principles. He says these conversations should

happen in everyday encounters among colleagues in the workplace, among families around the dinner table, and in a myriad of other contexts. Reason being: we have, as a society, moved away from the original spirit on which the country was founded. We need to return to the values that are the country's foundation and what Deepak Chopra calls "our best selves." The book explores what the Jeffersonian principles look like in the twenty-first century.

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 L: Game Theory
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 N: Extremist Opponents
 O: Professional Ethics
 P: Commission/Staff Relations
 Q: Excellence

Jones, Clarence, How to Speak TV, Print & Radio, Fourth Edition, A Self-Defense Manual When You're The News, 1993, Published and distributed by Video Consultants, Inc., 5220 S. Russell Street, #40, Tampa, FL 33611

Jones suggests a strategy for dealing with the media. It is based on understanding what things look like, and feel like, from inside the media. To establish a working relationship with the media, learn about reporters and journalists . . . how they think, and what motivates them. Clarence Jones was an investigative reporter for many years for the Miami Herald, and he also worked at one of Miami's TV stations.

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Kissinger, Henry A., The White House Years, Little, Brown & Company, Boston, 1979

Candid, eye-opening stories from one the 20th century's biggest movers and shakers. Among other nuggets, he sheds light on the staff / decision-maker interface.

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Lennertz, Bill & Aarin Lutzenhiser, The Charrette Handbook, How to Plan and Hold a Successful Charrette, National Charrette Institute Newsletter, NCI, <http://charretteinstitute.org>

Relevance:
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Maslow, Abraham, Motivation and Personality, Harper & Row, 1954

It's fair to say that – of all the psychologists who have done research on values – Maslow "wrote the book" on values.

Relevance:
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McDonald, Forrest, Novus Ordo Seclorum, The Intellectual Origins of the Constitution, University Press of Kansas, 1985

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Moynihan, Daniel, Patrick, Maximum Feasible Misunderstanding: Community Action in the War on Poverty, The Free Press, New York Collier-Macmilland Ltd., London, 1969

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Moynihan, Daniel, Patrick; Secrecy, the American Experience, Yale University Press, New Haven & London

The book is based on the work of the “*Congressional Blue Ribbon Commission on Secrecy*.” Senator Moynihan chaired that commission. He says the bottom line of what he and the commission learned is that “secrecy is for losers.” The commission made six formal recommendations for US federal agencies. Here are a couple of them.

The first one: “Information shall be classified only if there is demonstrable need to protect the information in the interest of national security.”

Another one was: “Information shall remain classified for no longer than 10 years, unless the agency specifically recertifies the need for continued secrecy. All information shall be declassified after 30 years, unless it is shown that demonstrable harm will result.”

As one can infer from these recommendations, federal agencies – and the same is bound to be true for state and local agencies – tend to classify information to protect themselves (from embarrassment) rather than the public.

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Nierenberg Gerard, I., and Calero, Henry H., How to Read a Person Like a Book, Pocket Books, a division of Simon & Schuster Inc., 1230 Avenue of the Americas, New York, NY 10020, 1971

You learn how to interpret a person’s body language by looking for congruence between the gestures and the verbal statements. The book teaches you to look for clusters of gestures and bodily expressions.

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Q: Excellence

Nierenberg, Gerard, I., Fundamentals of Negotiating, Hawthorn Books, Inc., Publishers/New York, A Howard & Wyndham Company, 1973

Nierenberg has the reputation of a super-negotiator, and he gives all of the credit for his negotiating success to Maslow.

He has come up with one of the best methods to help understand and influence people through understanding their values better . . . even better than they understand their own values! And he shows you how you can do it by using Abraham Maslow’s Hierarchy of Values. If you sit across the table from negotiator Gerald Nierenberg, he will likely – in short order -- understand your needs and values better than you do. That knowledge, in turn, allows him negotiate with you all the better.

Subtitle: Psychological strategies for gaining advantageous bargains.

Chapters: The Cooperative Process, Preparing for Negotiation, Hidden Assumptions, What Motivates Us? The “Need Theory” of Negotiation, How to Recognize Needs, Negotiating Techniques, Life Illustrations, Success

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Nirenberg, Jesse S., Getting Through to People, Prentice-Hall, Inc., Englewood Cliffs, New Jersey, 1973

This is a helpful text for anyone who does one-on-one interviews. He proposes that, if you want to get through to somebody, you – first – must allow them to get through to you. Without that, Nirenberg argues, communication will not succeed.

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Parrish, Thomas, The Grouchy Grammarian, A How-Not-To Guide to the 47 Most Common Mistakes in English Made by Journalists, Broadcasters, ad Others Who Should Know Better, John Wiley & Sons, Inc., Hoboken, NJ, 2002

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Peck, M. Scott, A World Waiting To Be Born, 1993; Bringing authentic communication into the workplace.

“... it’s certainly not what everyone thinks of as a perfect world. It’s not a business where nobody has to get fired, where there are no layoffs, where there’s not a good deal of stress, or chaos. It’s not going to be an easier place to work; in some ways it’ll be harder. But it’ll be more alive, more vibrant, mor welcoming. And more fun”

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Peck, M. Scott, The Different Drum - Community Making and Peace, 1987

The story of a community of monks of the Order of St. Aloysius consisted of an approximately dozen very like-minded monks who voluntarily joined the Order. During the Great Depression the Order grew to more than a dozen, but still very like-minded people. The consensual decision-making that had worked as long as the group consisted of twelve or fewer monks broke down and ended up in turmoil. If the consensus decision-making formula in a tiny, homogeneous community ends up in turmoil why should we expect it to work with people who have diametrically opposed values.

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Robert, Henry M., General Robert’s Rules of Order, Jose Publication, Inc., Hartcourt Brace, Jovanovich, 757 Third Avenue, New York, NY 10007.

Relevance:
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Saltzman, Joel, If You Can Talk, You Can Write, A Proven Program to Get You Writing & Keep You Writing, Warner

Books Inc., 1271 Avenue of the Americas, New York, NY 10020

Relevance:

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Schelling, Thomas C., The Strategy of Conflict, Cambridge, Harvard University Press, 1960

It is a rigorous analysis of the common mistake people make when they assume they are involved in an utterly polarized conflict. An "utterly polarized conflict" is, in game theory jargon, a "zero-sum game." Strategies that are appropriate for zero-sum games are counter-productive when used in non-zero-sum conflicts. Schelling shows why almost all perceived zero-sum game situations . . . i.e. utterly polarized situations . . . are in fact non-zero sum games. His analysis shows that it is a rather tragic tendency, in our society, to tackle most conflict -- which almost always is non-zero-sum conflict -- as if it were a zero-sum game. This adversarial predisposition of ours dooms us (all parties) to do less well than we could do.

He is the one who convinced President Kennedy -- right there in the middle of worsening relations with the Soviet Union -- that it was both in the US' and the Soviets' interest to install a "direct hot line" between the Oval Office and the Kremlin's counterpart office. Schelling was awarded the 2007 Nobel Prize in Economics for his contribution to Game Theory. (On a personal note: I [Hans Bleiker] had a course in Game Theory from Professor Schelling in the late 1960s; I thought he deserved a Nobel Prize right then and there.)

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E: Quantification **K: Communication** Q: Excellence

Seligman, Martin E.P., Ph.D., Learned Optimism, Pocket Books, a Division of Simon & Schusters, Inc., 1230 Avenue of the Americas, New York, NY 10020

Martin Seligman's demonstrates in his book by means of many examples that you don't have to be a born optimist, that you can learn to become one. If you happen to be one of those people who has a tendency to see the bleak sides of life, there is hope. Psychologists have discovered in the last 40 years that you can choose the way you think.

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Senge, Peter M., The Fifth Discipline, The Art & Practice of The Learning Organization, Currency Doubleday, 1540 Broadway, 18th Floor, New York, NY 10036, October 1994

The Fifth Discipline emphasizes especially of the technical problem-solving and decision-making process that deals with modeling or establishing cause-and-effect relationships.

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Sheeran, J. Michael, Beyond Majority Rule voteless decisions in the Religious Society of Friends

Michael Sheeran studied the Society of Friends, also known as Quakers, and their unique methods of consensus-decision-making as a religious community. The Quakers go back to 1647 in England where George Fox founded the group. Their decision-making process is not based on majority rule. They don't decide

by counting votes. They stress what unites the group -- rather than what sets its members apart. To be a Quaker is to be part of a group that values the communal experience, an experience grounded in Christian concepts. The goals they strive for, as a group, are goals that are above the group and above the individual. Consequently, the members don't see the group as interfering with their personal freedom.

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Strunk, Jr., William & E.B. White, The Elements of Style, Third Edition, Allyn & Bacon, Needham Heights, MA 02194

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Sun Tzu, The Art of War, translated and with an introduction by Samuel B. Griffith, Oxford University Press, 1963.

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Templeton, Jane F., Focus Groups, A Guide for Marketing & Advertising Professionals, Probus Publishing Company, Chicago, IL, 1987.

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Thurow Lester, C., The Zero-Sum Society, Distribution and the Possibilities for Economic Change, Penguin Books, 1981

The first few chapters in this book apply to the Consent Building process. They give the reader a realistic look of the dynamics at work which make it so difficult to get any project or program implemented. The stage setting is today's prevalent Veto-Environment.

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Tufte, Edward R., The Visual Display of Quantitative Information, Graphics Press, Cheshire, CT, 1983

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Van Neumann & Morgenstern, The Theory of Economic Behavior

This authoritative text on Game Theory is written in pure mathematical formulae.

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Walton, Mary, The Deming Management Method, Perigee Books, The Putnam Publishing Group, 200 Madison Avenue, New York, NY, 10016

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Webb, Eugene F., Campbell, Donald T., Schwartz, Richard D., Sechrest, Lee, Unobtrusive Measures and Other Non-reactive Research in the Social Sciences, Rand McNally, Chicago

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Wellstone, Paul & Casper, Barry M. Powerline, Copyright 1981 by the University of Massachusetts Press, University of Minnesota Press, 111 Third Avenue South, Suite 290, Minneapolis, MN 55401-2520, www.upress.umn.edu

Powerline is a case study of how some of the most peaceful, law-abiding farmers can be radicalized by heavy-handed, less than honest power companies and agencies.

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Wheatley, Margaret J., Leadership and the New Science, Learning about Organization from an Orderly Universe, Berrett-Koehler Publishers, San Francisco, 1992

“Hold onto the top of your head when you read this book . . . Using exciting breakthroughs in biology, chemistry, and especially quantum physics, Wheatley paints a brand-new picture of business management. This new relationship between business and science is nothing less than an entirely new set of lenses through which to view our organizations.” – Library Journal.

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Williams, J.D., The Compleat Strategyst (correct spelling)

Williams gives examples of game situations we are all familiar with, such as cops and robbers, the home buyer vs. the home seller, etc. He introduces us to the basics of Game Theory, i.e. an approach for calculating – via simple arithmetic – alternative strategies in various inter-dependent decision-making situations.

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