## **CONTENTS**

Prologue	As Easy As ABC	ix
Chapter 1	SMALL CHANGES, BIG DIFFERENCES	1
	The Invitation	3
	What's Ahead	4
Part On	e: The Hidden Structures of Engagement	7
Chapter 2	WHY MICROSTRUCTURES MATTER	9
How	invisible structures shape everything that gets done	
	First, a Few Definitions	10
	The Neglected Power of Microstructures	12
	Microstructures Enable and Constrain	13
	The Elements of Control	14
	Conventional Microstructures: Too Much Control and/or Too Little Structure	16
	From Too Much or Too Little Control to Well-Structured and Distributed Control	19
Chapter 3	LIBERATING STRUCTURES FOR EVERYONE	21
	easy it is for anyone to radically improve the way eople work together	
	A Liberating Structure in Action	22
	Harnessing the Power of Small Changes	25
	Principles and Practices	27
	Measuring Inclusion and Engagement: IE Quotient	34
	Liberating Structures and Culture Change	40
	Liberating Education	45
	What to Expect	47

Chapter 4	LIBERATING LEADERSHIP	49
How	leaders can avoid perpetuating the problems they complain about	
	The Bad News: Unintended Consequences and Side Effects	51
	Patching Up the Symptoms	52
	The Good News	53
	The Possibilities	54
	The Choice	56
	A Word to the Skeptic	57
	The Big Shift and Payoff	58
	The Biggest Leadership Challenge	58
	Liberating Leadership Starts with You	60
Part Two	o: Getting Started and Beyond	63
Chapter 5	GETTING STARTED: FIRST STEPS	65
	Menu of Liberating Structures	67
	Safety First	70
	Breaking with Tradition	71
	Your Own Fears	72
	Three Pathways to Fluency and Routine Use	73
	Immersion Workshops	77
Chapter 6	FROM FIRST STEPS TO STRINGS	85
	Matching a Challenge with Specific Liberating Structures	86
	Five Sets of Strings	87
Chapter 7	FROM STRINGS TO STORYBOARDS	95
	Launching a Multi-Stakeholder Collaborative Project	96
	Developing Strategy and Building a New Leadership Team	98
	Advancing a Broad Movement across Many Regions	104
	Composing for Large-Scale Projects	111

Part Inr	ee: Stories from the Field	115
	Fixing a Broken Child Welfare System: Tim Jaasko-Fisher	119
	Inclusive High-Stakes Decision Making Made Easy: Craing Yeatman	123
	Turning a Business Around: Alison Joslyn	128
	Transforming After-Action Reviews in the Army: Lisa Kimball	132
	Inventing Future Health-Care Practice: Chris Mccarthy	134
	Creating More Substance, Connections, and Ideas in the Classroom By Arvind Singhal	138
	Getting Commitment, Ownership, and Follow-Through: Neil Mccarthy	145
	Inspiring Enduring Culture Change While Preventing Hospital Infections: Michael Gardam	147
	Dramatizing Behavior Change to Stop Infections: Sherry Belanger	151
	Developing Competencies for Physician Education: Diane Magrane	153
	Passing Montana Senate Bill 29: Senator Lynda Bourque Moss	157
	Transcending a Top-Down, Command-and-Control Culture: Jon Velez	159
Part Four: The Field Guide to Liberating Structures		
Part Fou	r: The Field Guide to Liberating Structures	163
Part Fou	r: The Field Guide to Liberating Structures  1-2-4-All	1 <b>63</b>
Part Fou		_
Part Fou	1-2-4-All	167
Part Fou	1-2-4-All Impromptu Networking	167 171
Part Fou	1-2-4-All Impromptu Networking Nine Whys	167 171 174
Part Fou	1-2-4-All Impromptu Networking Nine Whys Wicked Questions	167 171 174 178
Part Fou	1-2-4-All Impromptu Networking Nine Whys Wicked Questions Appreciative Interviews (AI)	167 171 174 178 182
Part Fou	1-2-4-All Impromptu Networking Nine Whys Wicked Questions Appreciative Interviews (AI) TRIZ	167 171 174 178 182 187
Part Fou	1-2-4-All Impromptu Networking Nine Whys Wicked Questions Appreciative Interviews (AI) TRIZ 15% Solutions	167 171 174 178 182 187
Part Fou	1-2-4-All Impromptu Networking Nine Whys Wicked Questions Appreciative Interviews (AI) TRIZ 15% Solutions Troika Consulting	167 171 174 178 182 187 191
Part Fou	Impromptu Networking Nine Whys Wicked Questions Appreciative Interviews (AI) TRIZ 15% Solutions Troika Consulting What, So What, Now What? (W³)	167 171 174 178 182 187 191 194
Part Fou	Impromptu Networking Nine Whys Wicked Questions Appreciative Interviews (AI) TRIZ 15% Solutions Troika Consulting What, So What, Now What? (W³) Discovery & Action Dialogue (DAD)	167 171 174 178 182 187 191 194 197

	wise Crowds	21/
	Conversation Café	224
	Min Specs	228
	Improv Prototyping	232
	Helping Heuristics	236
	User Experience Fishbowl	240
	Heard, Seen, Respected (HSR)	244
	Drawing Together	247
	Design StoryBoards—Basic	251
	Design StoryBoards—Advanced	255
	Celebrity Interview	259
	Social Network Webbing	262
	"What I Need From You" (WINFY)	266
	Open Space Technology	271
	Generative Relationships STAR	275
	Agreement-and-Certainty Matching Matrix	279
	Simple Ethnography	283
	Integrated~Autonomy	287
	Critical Uncertainties	291
	Ecocycle Planning	295
	Panarchy	300
	Purpose-To-Practice (P2P)	305
Afterword		311
Notes		313
Acknowledgments and Learning Resources		315
About the Authors		321
ndex		325