

group works

A Pattern Language for Bringing Life
to Meetings and Other Gatherings

*created by the
Group Pattern Language Project*



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Introduction to the Group Works Card Deck

The **Group Works** card deck is designed to support your process as a group convenor, planner, facilitator, or participant. The people who developed this deck spent several years pooling our knowledge of the best group events we had ever witnessed. We looked at meetings, conferences, retreats, town halls, and other sessions that give organizations life, solve a longstanding dilemma, get stuck relationships flowing, result in clear decisions with wide support, and make a lasting difference. We also looked at routine, well-run meetings that simply bring people together and get lots of stuff done. We aim here to name the core wisdom of what makes deliberative group work successful.

Why are we doing this? Our world is, to a very real extent, based on dialogue. Every action taken that involves more than one person arises from conversation that generates, coordinates, and reflects those actions. Those actions have impact. If our human world is based on conversations, then the work of creating and supporting those conversations is central to shaping a world that works. Designing and conducting meetings and other group sessions well is vital to determining our common future. This project grew around a shared understanding that in an urgent way, our survival depends on our ability to work and play well together, and on discovering and creating group processes which are at the same time effective and life-affirming. Because this is easier said than done, we wanted to deepen and spread the insights, skills, and capacity to make that promise real.

The following core beliefs guide our work:

Seeing a world in flux and deep need, we believe the work of facilitators, both formal and informal, can make a significant difference to the quality and outcomes of essential conversations. Thus we accept a responsibility, as facilitators and participants in group process, to act for the common good.

We expect convenors of group process to act with full transparency regarding the motives and expected results of the sessions we organize and run. With honesty and humility, we strive to continuously improve the calibre of our work.

We choose to assume the best of people. We believe people flourish when entrusted with the opportunity to authentically self-manage, collaborate, and make decisions collectively, as true respected equals. Because the most critical issues facing us in the world and in our organizations are complex and interconnected, we need each other to do this—the challenges we face are beyond solving by leaders or experts in isolation. We believe in sharing power, that we are wiser when we work together.

We believe that effective group processes are clearly driven by the purpose for which they are called. We respect participants' life energy by invoking processes that productively use their time, resulting in cooperative sessions that meet a high standard in engagement, achievement and connection. We draw on experience and knowledge to create elegant designs with great care, yet remain flexible and open to change as the circumstances, will of participants and flow of events may dictate.

Good process builds strong communities. Our work is an act of love in service to the world.

We were inspired by Christopher Alexander and the other co-authors of *A Pattern Language: Towns, Buildings, Construction*, who in 1977 published a seminal work on how to create built spaces that nourish people's souls. They were seekers after wholeness, grace, "the quality that has no name," which they asserted was

both deeply subjective and empirically verifiable. Their book was beautiful in form, accessible to the layperson, and aimed to democratize their field. It took the arcane knowledge of how to design the best possible human-scale architecture and crystallized it into 253 principles that have influenced a generation of builders. Their book was also deeply interconnected, listing which patterns connect to each other and how, long before the advent of the World Wide Web made such thinking commonplace. Our project aims to apply the same approach to deliberative group process, and takes advantage of tools (such as wikis) that weren't available in the 1970s.

There are already plenty of good books and models out there to help people run good meetings, and we do not want to replicate them. The **Group Works** cards express shared wisdom underlying successful approaches that is more specific than general values and less specific than tools and techniques. In order to distinguish whether or not a particular idea was a pattern, we asked ourselves questions like:

- Does this describe a feature that shows up over and over again in group processes that fulfill the purpose for which they were called?
- Does it happen across many different methods?
- Can it take a variety of forms?
- Does it show up at more than one scale (for example: balancing the emphasis on process and on content happens both within one session at a conference and within the conference as a whole).
- Does it describe an action that can be consciously undertaken by convenors and/or participants?
- Does my gut respond to this with a sense of recognition?

Because of space limitations, each card aims only to name the essential What and Why of that particular element. In order to actually use the patterns, you'll need to come up with the How. A lot of Hows are supplied on our website, where you will find a growing pool of information about the patterns represented in this deck. Some cards have plenty of resources already on the website, while others remain to be fleshed out. Over fifty people were involved in the creation of this card deck, and we'd be delighted for you to join the circle by helping explain how to apply the patterns—see more on this below.

The people who put this together engaged in a multi-year, collaborative process alternating between in-person meetings and work online, learning as we went. We are a cross-section of North Americans from a variety of organizational backgrounds including: higher education, software development, communal living, corporate finance, youth groups, indigenous tribes, political activism, nonprofit management, government agencies, faith groups, and more.

Note on Spellings: As a mixed group of volunteers located north and south of the US/Canadian border, after some deliberation we chose to go with uniform Canadian spellings.

Group Works Pattern Categories

Because trying to learn the full set of patterns can feel overwhelming at first, we have divided up the patterns into this set of nine categories. Each category represents a group need addressed by that set of patterns. One could make the case for including some patterns in two or even three categories; however, for the purpose of simplifying the overall deck, we have determined one primary category for each pattern here.

Following is a list of the categories (with corresponding icons and colours), with a brief description of each category and a list of its cards in alphabetical order. The “Keystone” pattern—a summing up or header for that category—is in boldface. To keep things simple the keystones are not marked on the actual cards, but you may choose to do that by hand on your own personal deck.



1. Intention

Serving and attending to the larger purpose for the gathering and how it is manifested, including addressing its longer term meaning and consequence. Why are we here, what’s our shared passion, and what are we aiming to accomplish.

Commitment
Invitation

Priority Focus
Purpose

Setting Intention



2. Context

Understanding and working with the broader context and circumstances both in place and in culture.

Aesthetics of Space
Circle
Gaia

Group Culture
History and Context
Nooks in Space and Time

Power of Place
Whole System in the Room



3. Relationship

Creating and maintaining quality connection with each other, honouring our full selves, and recognizing power relations. Includes being authentic and sometimes foregrounding emotional needs in the moment rather than task.

Appreciation
Breaking Bread Together
Celebrate
Good Faith Assumptions

Honour Each Person
Hosting
Power Shift

Shared Airtime
Tend Relationships
Transparency



4. Flow

Covers rhythm, energy, and pacing. When we do what and for how long. Things to pay attention to both in anticipating the event and in responding to circumstances in the moment, to support movement along the intended trajectory toward the desired outcome.

Balance Process
and Content
Balance Structure
and Flexibility
Closing
**Divergence and
Convergence Rhythm**

Follow the Energy
Iteration
Opening and Welcome
Preparedness
Reflection/Action Cycle
Rest

Right Size Bite
Ritual
Seasoned Timing
Subgroup and Whole Group
Trajectory



5. Creativity

Using multiple intelligences and a variety of modes to open up creative possibilities.

Challenge	Improvise	Playfulness
Expressive Arts	Mode Choice	Power of Constraints
Generate Possibilities		



6. Perspective

Noticing and helping the group more openly and thoughtfully explore different ways of seeing an issue. Watching, understanding, and appreciating divergent viewpoints, ideas, values and opinions. The key is in how you look at something.

Common Ground	Go Meta	Translation
Embrace Dissonance and Difference	Seeing the Forest, Seeing the Trees	Unity and Diversity Value the Margins
Fractal	Time Shift	Viewpoint Shift



7. Modelling

The essential skills and responsibilities for both facilitator and participants, to demonstrate good group practice and ensure the process goes well. Includes monitoring, nurturing and mentoring the group, enabling their effective personal and collective self-management.

Appropriate Boundaries	Holding Space	Shared Leadership and Roles
Courageous Modelling	Listening	Simplify
Discharging	Mirroring	Taking Responsibility
Dwell with Emotions	Not About You	Witness with Compassion
Guerrilla Facilitation	Self-Awareness	



8. Inquiry & Synthesis

Discovering coherence and moving toward convergence. From gathering information to exploring knowledge to arriving at understanding, shared meaning, consensus, or clear outcomes.

Deliberate	Harvesting	Moving Toward Alignment
Distilling	Inform the Group Mind	Naming
Experts on Tap	Inquiry	Story
Feedback	Mapping and Measurement	Yes, and
Go Deeper		



9. Faith

Trusting and accepting what happens in a spirit of letting go and letting come. The mystery, synergy, and ineffable, complex magic of emergence. You can invite it, but you can't control it. Felt as a deep sense of connection not only to those assembled and to the work's purpose but to the larger universe as well.

All Grist for the Mill	Letting Go	Silence
Dive In	Magic	Spirit
Emergence	Presence	Trust the Wisdom of the Group

Key to the Cards

Holding Space



Be fully present, aware of what's happening in the whole gathering right now—physically, energetically, emotionally, and intellectually. Open and hold the psychological and spiritual space to provide a steady centre and container. Calmly maintain trust, safety, and focus.

related: Appropriate Boundaries
~ Balance Process and Content ~ Dwell with Emotions
~ Embrace Dissonance and Difference
~ Opening and Welcome ~ Presence
~ Priority Focus

Pattern Title: An evocative name to express the concept.

Pattern Image: A visual depiction either literal or metaphorical.

Photo Credit: Who took (or owns the rights to) the picture.

Pattern "Heart": Up to 50 words of text expressing the core of that pattern, mainly the What and Why of it.

Category Icon: A symbol and colour designating which of nine categories this pattern has been primarily assigned to.

Related Patterns: Up to seven other patterns that are most closely related to or most useful to consult when considering how to enact this pattern. Part of the web that makes this whole thing a pattern language.

Suggested Uses

These cards are yours, of course, to use in whatever ways make sense and work for you: in the workplace, in design and preparation of facilitated events, as a learning and teaching tool, for reflecting on how an event went, or just for fun. Here are some of the ways they have been used by facilitators and students so far, to give you some ideas to get started with. If you develop ways of using the cards that prove particularly appealing to you and your colleagues, and you would be willing to share them with us and with others, please post them to: www.groupworksdeck.org/activities.

1. For group learning of facilitation skills through stories

Deal out the cards randomly, so that each person is holding a portion of the deck. Have someone tell, read, or invent a story about an event that was well-facilitated. When a player notices that one of the cards in their hand applies to the story, they place that card face up in front of them. Once the story is complete, go around the room inviting each person who placed cards out to share why they chose one of those cards. If time permits, continue doing go-rounds until all the cards suggested for that story have been shared.

The same approach can also be used with the story of an event that was poorly facilitated, by focusing on which patterns could have been used to help the event go better. And it can even be applied to a future event, by telling the story of how you imagine the event unfolding and then doing the same activity.

2. For reflection and debriefing after an event

Lay out all the cards so everyone can see them.

Tell the story of the recent event. As you do, identify both which patterns were invoked and which might have been more effectively invoked.

3. For a team preparing for a facilitated event

Place a large display board at the front of the room. In the rows, list the nine categories; in the columns, list time stages, such as: “advance planning,” “just before event,” “beginning of event,” “mid-event,” “end of event,” and “follow-up.”

Sort the cards by category. Hand out the category stacks to individuals or groups on the team.

Have someone describe the upcoming event: the objective, background, possible obstacles to success, etc.

Invite team members to select patterns in their category that could be used at each stage, and post the corresponding card in the appropriate row or column of the board (using a non-permanent adhesive).

Once complete, review the full arrangement on the board and discuss as a group whether it presents an appropriate strategy for the upcoming event, and if so how to apply it.

4. For intuitive guidance—using the cards as an oracle

Can be done as part of preparing for an event or a during a break.

Focus on the situation you are seeking guidance for, turning it over in your mind. Draw one card to give you inspiration for how to proceed. Or choose a tableau to apply. For example, five cards might represent, in sequence: (a) the context/past situation, (b) current influences, (c) the current challenge you face, (d) unexpected future influences, and (e) outcome/resolution.

Use the cards personally or as a group to divine your current situation, future fortune, or what to do next. Let your minds and imaginations and the group conversation guide you to what it all means, and have fun with it!

5. For creating a case study to present in a class or workshop

On a board or flipchart, create a blank Storyboard with dates and/or times shown across the top.

In time sequence, tell the story of what happened, writing key events and facts on the Storyboard. As you do, post the card for the pattern that was used at that key point onto the Storyboard.

6. Assignments during a group session

As people walk in the door, or once everyone has assembled, give each person one random card and ask them to take responsibility for bringing that pattern into the group session as needed.

7. For self-assessment and self-directed learning

Lay out all the cards. Identify which patterns you feel most competent using, and which you would like to become better at.

A. Personal Development Activity

Each week, select one pattern from the second list, and think about how you have used it in the past, could have used it, and might use it in future. Keep it in a place where it's visible and refer back to it at various points during the week. Research situations where it has been used in an exemplary way. Make a point of observing when it gets used in an event or activity you participate in, and how the facilitator effectively invoked it (or not). (NB: If you are a facilitation teacher, you might similarly assign certain patterns to your students to study and research.)

B. Group Development Activity

Sit in a circle around the cards laid out. Give each person one or two sets of tokens (coins, paperclips, etc.). Invite each person to lay tokens on: (a) the patterns they feel strong in already, and (b) the patterns they would like to get better at. Take turns sharing about why you chose the patterns you did. Teach each other by having the more competent group members tell stories and suggest approaches and exercises, and go to the website for further resources.

8. Methodology Mapping

If you are an experienced practitioner of a particular process method (e.g. Open Space Technology, Appreciative Inquiry, Future Search, etc.), you can use the cards to map that method. Choose 5–12 cards that you think are most important or that tell the story of how that method works. Then from that set, choose 1–3 cards to put at the very centre, the patterns that express the vital core of that method. Use this

to explain the method to others, from among your colleagues or on our website at www.groupworksdeck.org/methodmaps.

9. In the middle of an event when the group is stuck

The deck can be used for “getting unstuck” in a variety of ways—by having the group reflect and talk about patterns that might be invoked (perhaps handing out the cards and/or displaying the full list of patterns), by guerrilla facilitation of someone in the group describing an “escape pattern” and then leading the group to invoke it, or by drawing an “oracle” card as in use (4) above.

Mobile App

In addition to this printed deck and booklet, we are developing an app with the same 91 cards, for the iPhone/iPad/iPod. The **Group Works** app will be available through iTunes, or you can learn more at www.groupworksdeck.org/mobile. We intend to support additional mobile platforms in the future.

Your Part of the Pattern Language Development

The **Group Works** deck is not a finished product, but a snapshot in time of an evolving language. The pattern language for group process comes to life through the people who have developed it together, and now through you as well. As you use these cards to deepen your understanding and practice of group life, you will undoubtedly discover new patterns. In service of this, we’ve included a few blank cards so that as you identify more patterns you can add them to your deck. Below are a few other specific ways we imagine you might contribute to the further growth of this language.

Contribute Your Knowledge and Wisdom

Each pattern in the deck has a lot more information potentially available on our website. In some cases there are already write-ups complete with instructions for how to apply that pattern, things to watch out for, resources (books, workshops, etc.), examples, and more. In other cases there are at most a few notes. The more knowledge is contributed by you and others, the more useful the pattern language for group process is. You probably know of workshops, books, or other resources that have helped you to manifest these patterns, and which may be helpful to others. There’s a page on the project website for each pattern where you can offer your resources. They are all listed at www.groupworksdeck.org/patterns_by_name. If you come up with new patterns or just generally want to participate in the further development of this language, please contribute!

Join a Learning Community

Our website serves as home base for a learning community that connects via email and face-to-face. Join our email listserv to share your discoveries and hear what others are up to. Get together with people in your area to share the cards, create new activities, and connect more deeply. The website has more ways you can participate, and space for you to add more. See www.groupworksdeck.org/participation.

Acknowledgements

Any project of this nature rests on the generosity of a tremendous community of support. We are grateful to the many volunteers and facilitators who contributed to this collective work. Without listing everything everyone did, we wanted to take space here to tell a bit of that story. We're sure to have missed a few people so we apologize in advance to anyone we've left out.

This project has been stewarded to completion by a core team who held a vision and committed to seeing it through. These three people made substantial space in their lives to devote to this project for the better part of three years, meeting regularly in person and over the phone and exchanging countless emails. They created a steady center into which others could bring their gifts in turn.

Tree Bressen provided the initial catalyst to make it happen—calling in a circle of everyone she knew (and some she didn't) to help. She welcomed each newcomer and held the project space with consummate skill, keeping task aligned with purpose. She edited every draft and document, and managed the work to keep the entire project moving forward.

Dave Pollard provided a voice from mainstream business to balance our idealism. Sacrificing many hours of morning sleep, he pioneered most parts of the work, from finding images, to creating the category chart, to writing our core beliefs, to drawing up the first budget. He took notes on core team calls, graciously hosted us at his beautiful home, and funded travel and accommodations for whoever needed it along with other project expenses.

Sue Woehrlin tenaciously held this project amid a tangle of other commitments, bringing her insight, passion and care to every meeting and phone call. She facilitated many group sessions, participated in polishing every heart text, considered every possible related pattern, and shared her love of doing dishes.

John Abbe was our lead programmer in Wagn (the software we used to develop this), tech expert on call, and cheerleader for open everything, in addition to participating in multiple work sessions. *Ethan McCutchen* (with *Lewis Hoffman*) developed Wagn and offered us assistance above and beyond the call of duty in using it. *Vine Acorn* performed multiple programming tasks on tight deadlines and a bunch of grunt secretarial labour, all with exceeding good cheer. *Jeremy Lightsmith* showed up to one work session to get to know us, went home and wrote a prototype for the phone app. *Janet Hager* did the graphic design.

Over the course of three years, the following people had significant involvement to further this project. In addition to online work, they participated in multiple 2–3 day work sessions, spending long hours deliberating over patterns, finding the words and images to express them, and many iterations of refining.

Tom Atlee supported our ambition with both vision and on-the-ground labour, including substantial work on related patterns and pattern writing, as well as network contacts and out-of-the-box ideas.

Ted Ernst vigorously supported our image search in content, form, and process, helping move the visuals from good idea to concrete reality, as well as hosting several meetings at his community.

Daniel Lindenberger brought a thoughtful sensibility to deck and activity development, the phone app, the heart texts, the website, and more, both before and (amazingly) after the birth of his son Ellison; thanks to his partner *Aimee Lindenberger* too for coming along and supporting these efforts, including suggesting the name Group Works.

Jim Newcomer brought an editor's pen along with a willingness to jump in where needed, not to mention his ability to cook a truly superlative omelette.

Dan Doherty put us on track for doing cards instead of a book, doing much of the work of producing the first mock-up deck.

Kathy McGrenera gave her heart to developing heart texts, shared her upbeat attitude at work sessions, and got us to stop working long enough to eat!

These people contributed early ideas, inspiration, encouragement, and other forms of support:

Kaliya Hamlin came to early sessions and spoke for trusting in strong leadership within the community.

Bill Aal came to the first 5-day meeting and got us set up with email lists.

Chris Corrigan told us people had been talking about doing this project for over a decade and that we were the ones to pull it off, and got us to form a core stewardship team.

Paxus Calta offered early funding and confidence even without being quite sure what the heck it was.

Fergus McLean and others offered friendship and support to Tree through trials small and large, in the belief that this project would make a difference.

Maggie Moore Alexander offered an early blessing from afar and encouraged us toward wholeness.

Ward Cunningham told us that the software we really wanted did not yet exist and not to wait for it, just start.

Peggy Holman gave us honest feedback and assistance at critical junctures.

Amy Lenzo, *Nancy White*, and *Ria Baeck*, in addition to other assistance and reinforcement, provided access to their extensive photo archives. Our sincere thanks to *Sara Dent* and all the other photographers and illustrators for each of the images. The bulk of images were taken from Flickr by searching for pictures available for commercial use under Creative Commons license. Full licensing information is available for each picture online at www.groupworksdeck.org/pictures.

We also offer grateful appreciation to the following: *Margo Adair*, *Theodor Arnason*, *Don Benson*, *Tim Bonneman*, *Juanita Brown*, *brush*, *Richard Burg*, *Rabea Chaudhary*, *Paul Cienfuegos*, *Raines Cohen*, *Jay Cross*, *Benjamin Aaron Degenhart*, *Lareina DePompeo*, *Mark Dilley*, *LisaMarie DiVincent*, *Fellowship for Intentional Community*, *Dorit Fromm*, *Ken Gillgren*, *Nancy Glock-Grueneich*, *Karen Hixson*, *Ken Homer*, *Rebecca Hyman*, *Nuriya Jans*, *Lindsey Kerr*, *Christy Lee-Engel*, *Jenny Leis*, *John Kelly*, *Carol MacKinnon*, *DeAnna Martin*, *Iris McGinnis*, *Betsy Morris*, *Pennie O'Grady*, *Paloma Pavel*, *Larry Pennings*, *Lise Rein & Dan Parker*, *Charley Quinton*, *Anita Rosasco*, *Nick Routledge*, *Doug Schuler*, *Dawn Smith*, *Helen Spector*, *Mark Stiffler*, *Lynne Swift*, *Marc Tobin*, *Brandon WilliamsCraig*, *Michael Wolf*.

The 6 authors of *A Pattern Language*—*Christopher Alexander*, *Sara Ishikawa*, *Murray Silverstein*, *Max Jacobson*, *Ingrid Fiksdahl-King*, and *Shlomo Angel*—created a masterwork of enduring inspiration; and midway through our development, the middle four of them spoke at an architecture conference about their relationship with that work in ways we found enormously helpful.

Finally, we thank the community of practitioners and enthusiasts who responded to our preliminary deck in workshops, conferences and meetings while the deck was being developed and tested, and not least, you, as you take this creation out into the world.

Who Are These People?

Tree Bressen is a skilled group facilitator who has served a wide variety of organizations for more than a decade. She feels blessed to pursue group facilitation as her calling, using skills learned in the “graduate school of communal living.” Her gifts include elegant process design, holding space for tough conversations, and using good process to achieve excellent product. She creates meetings and other events that are lively, productive, and connecting—putting dialogue at the centre and bringing group ideals to life—and is an inspiring workshop teacher. Tree’s practice has been conducted on a gift economy basis since 2004; her website www.treegroup.info offers free articles and resources.

Until he retired in 2010, **Dave Pollard** spent 40 years advising entrepreneurs about starting and running a business, innovation, research, sustainability, coping with complexity, and the effective use of knowledge and social media. He writes a blog about living and working more effectively called *How to Save the World*, and is the author of *Finding the Sweet Spot: A Natural Entrepreneur’s Guide to Responsible, Sustainable, Joyful Work*. Dave has facilitated hundreds of business meetings, and witnessed some of the worst, and best, group process work.

As faculty at Antioch University Seattle, **Sue Woehrlin** has spent the past 29 years supporting adult learners pursuing individualized degrees in leadership, organizational change and social activism. She teaches the design and facilitation of participatory group processes that amplify voices at the margins, engage the whole system, welcome uncertainty and the messiness of emergence, and tap the power of stories to heal, inform, inspire and transform groups. Sue believes workplaces and communities need effective collaborative groups now more than ever, and offers pro bono community training and consultation with colleagues and students.

Group Works Pattern List

1. Aesthetics of Space
2. All Grist for the Mill
3. Appreciation
4. Appropriate Boundaries
5. Balance Process and Content
6. Balance Structure and Flexibility
7. Breaking Bread Together
8. Celebrate
9. Challenge
10. Circle
11. Closing
12. Commitment
13. Common Ground
14. Courageous Modelling
15. Deliberate
16. Discharging
17. Distilling
18. Dive In
19. Divergence and Convergence Rhythm
20. Dwell with Emotions
21. Embrace Dissonance and Difference
22. Emergence
23. Experts on Tap
24. Expressive Arts
25. Feedback
26. Follow the Energy
27. Fractal
28. Gaia
29. Generate Possibilities
30. Go Deeper
31. Go Meta
32. Good Faith Assumptions
33. Group Culture
34. Guerrilla Facilitation
35. Harvesting
36. History and Context
37. Holding Space
38. Honour Each Person
39. Hosting
40. Improvise
41. Inform the Group Mind
42. Inquiry
43. Invitation
44. Iteration
45. Letting Go
46. Listening
47. Magic
48. Mapping and Measurement
49. Mirroring
50. Mode Choice
51. Moving Toward Alignment
52. Naming
53. Nooks in Space and Time
54. Not About You
55. Opening and Welcome
56. Playfulness
57. Power of Constraints
58. Power of Place
59. Power Shift
60. Preparedness
61. Presence
62. Priority Focus
63. Purpose
64. Reflection/Action Cycle
65. Rest
66. Right Size Bite
67. Ritual
68. Seasoned Timing
69. Seeing the Forest, Seeing the Trees
70. Self-Awareness
71. Setting Intention
72. Shared Airtime
73. Shared Leadership and Roles
74. Silence
75. Simplify
76. Spirit
77. Story
78. Subgroup and Whole Group
79. Take Responsibility
80. Tend Relationships
81. Time Shift
82. Trajectory
83. Translation
84. Transparency
85. Trust the Wisdom of the Group
86. Unity and Diversity
87. Value the Margins
88. Viewpoint Shift
89. Whole System in the Room
90. Witness with Compassion
91. Yes, and