

Thoughtful Citizenship

Voter Registration
2016 Deadlines for all
50 States Included



A non-partisan guide for having thoughtful conversations, even with those who disagree, so that everyone comes out alive and maybe even learns something along the way...

www.ThoughtfulCitizens.us

Highlights from *Thoughtful Citizenship*

“We can listen to each other and still think for ourselves.”

—Marilee Adams

“To meet our most daunting challenges, at home and abroad, we must come together, work together, and recognize that our nation will rise or fall together—for we are truly an interdependent people... With so much at stake, we now, together, must write the next chapter in our American story.”

—Cory Booker

“...we can be responsible citizens who move beyond blaming and reacting to making decisions and choosing candidates based on rational and responsible examination. We can return, quite simply, to the essence of democracy.”

—Dennis S. Reina and Michelle L. Reina

“We all win when we learn to employ the necessary conversational skills, using techniques that focus on full disclosure, goodwill and openness. We can become more thoughtful citizens. We can build a better culture of collaboration and constructive solutions that benefit our communities and all of us.”

—Jamie Showkeir and Maren Showkeir

“It’s not our differences that divide us. It’s our judgments about each other that do.”

—Margaret J. Wheatley

“The World Café invites people to participate in a conversation to collaboratively evolve the futures they want, rather than settle for the futures they get. It’s based on something we all know how to do—engage in a good conversation—and assumes that together we already have within us the capacity to effectively address our most important challenges and opportunities.”

—Juanita Brown and David Isaacs

Information about the Contributors

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Marilee Adams, author of *Change Your Questions, Change Your Life: 12 Powerful Tools for Leadership, Coaching, and Life*, and *Teaching that Changes Lives: 12 Mindset Tools for Igniting the Love of Learning*, both published by Berrett-Koehler Publishers

Cory Booker, U.S. Senator from New Jersey, author of *United: Thoughts on Finding Common Ground and Advancing the Common Good*, published by Ballantine Books, New York

Juanita Brown, author of *The World Café: Shaping Our World Through Conversations that Matter*, published by Berrett-Koehler Publishers

Ira Chaleff, author of *The Courageous Follower: Standing Up To and For Our Leaders*, published by Berrett-Koehler Publishers

Arthur L. Costa, and Bena B. Kallick, co-authors of *Learning and Leading with Habits of Mind: 16 Characteristics for Success*, published by ASCD, Alexandria, VA

Stewart Levine, author of *Getting to Resolution: Turning Conflict into Collaboration*, published by Berrett-Koehler Publishers

Mark Levy, author of *Accidental Genius: Revolutionize Your Thinking Through Private Writing*, published by Berrett-Koehler Publishers

Dennis S. Reina and Michelle L. Reina, co-authors of *Trust and Betrayal in the Workplace, 3rd ed.* and *Rebuilding Trust in the Workplace*, both published by Berrett-Koehler Publishers

Jamie Showkeir and Maren Showkeir, authors of *Authentic Conversation*, published by Berrett-Koehler Publishers

Diana Whitney, co-author of *The Power of Appreciative Inquiry: A Positive Revolution in Change*, published by Berrett-Koehler Publishers, and co-author of *Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization*, published by McGraw-Hill Education

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Introduction

**It's not our differences that divide us.
It's our judgments about each other that do.**

Margaret J. Wheatley

We live in a world in which we are all global citizens. Even while we are connected in this way, our all-too-human judgments can obscure this awareness and conceal how even our personal interactions can affect the whole. Every day, potentially divisive events make it more vital than ever that we know how to have useful and humanizing conversations—ways of interacting that contribute to building a better world for ourselves, our families, and our communities.

Recently, all this was brought home to me during a conversation with an old friend which had drifted into politics and last night's news. I offered an opinion that set him off. His response was sarcastic and frankly insulting. I was shocked, embarrassed and angry. A part of me wanted to give it right back to him. Instead, I paused, took a deep breath and calmed my racing heart. Then I purposefully shifted into curiosity to find out what had upset him so much.

As I did this I also congratulated myself. It had taken me years to develop the habit of noticing when I get triggered, and then pausing to push my *internal reset button*. This habit worked wonders that afternoon. My friend and I were able to engage in a thoughtful, open dialogue on an issue highly charged for both of us. And today we're better friends than ever.

That moment with my friend reminded me that trying to convince other people that we're right and they're wrong often drives a wedge between us. An alternative is to adopt curiosity and truly listen. This can create paths for open dialogue and the discovery of new possibilities. We can listen to each other and still think for ourselves.

In the first section of this guidebook I share a map that gives us choices about how we communicate, including in challenging situations. Following this, you'll find the work of other writers who are experts in creating conversations that work—

especially when people disagree—so that everyone comes out alive and even learns something along the way.

It is my hope that these writings might contribute to an evolving consciousness for sharing our concerns and values constructively and peacefully, even in the face of adversity. We can each start by applying these fundamental skills in our own families, as well as with friends, neighbors and co-workers.

This is where the path to becoming thoughtful citizens truly begins.

Marilee Adams
President, Inquiry Institute
www.InquiryInstitute.com

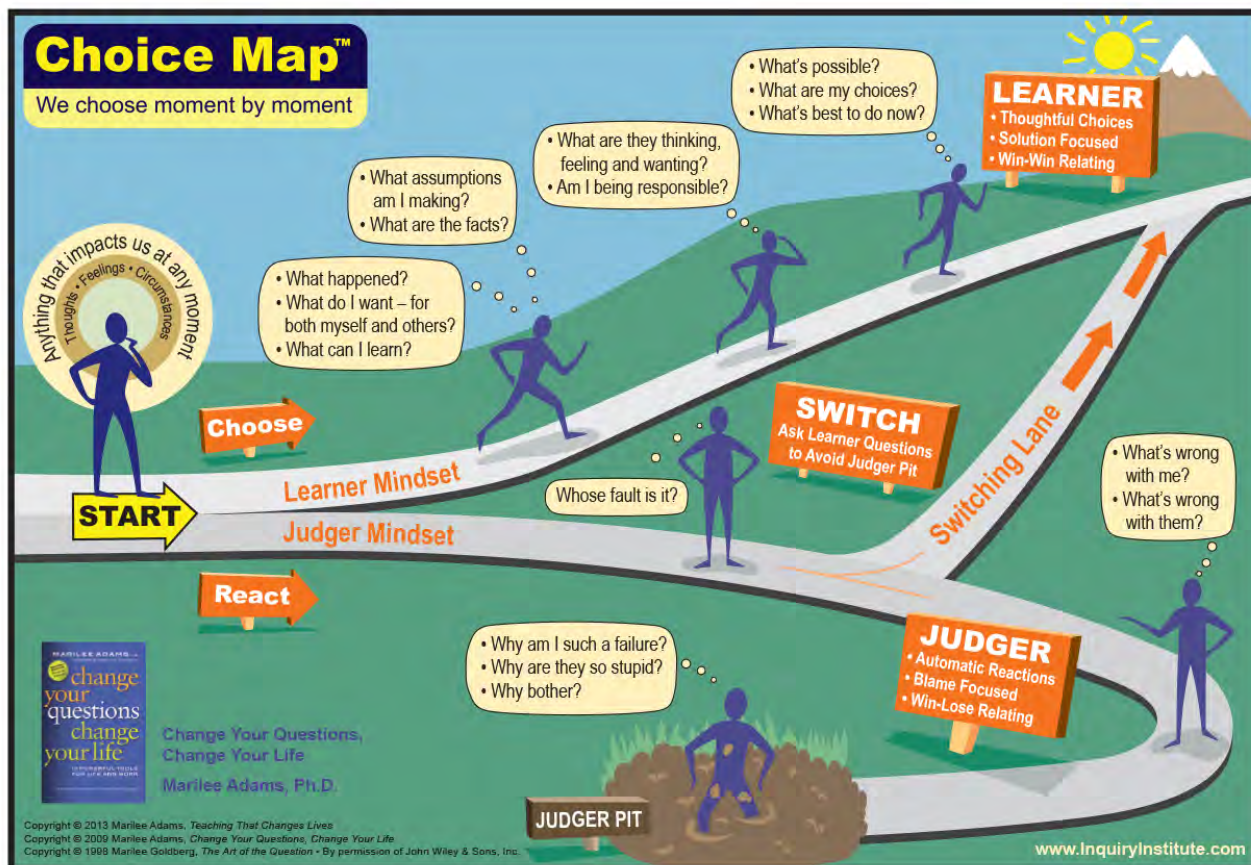


A Map to Transform Challenging Conversations

Marilee Adams

The Choice Map (below) is a tried and true approach to communication that engages and connects, even when we encounter situations like the difficult one with my friend which I described in the introduction. The map helps us identify the mindset we're in from moment to moment—whether it's the limiting mindset I call "Judger," or the thoughtful, solution-focused one I call "Learner." It allows us to see what's in the way if we get stuck in Judger, and then switch to Learner to open ourselves for constructive and engaging communication. When we stay in Judger we dig in our heels and the conversation usually becomes defensive, antagonistic, and basically closed.

It's important to remember that in situations that feel threatening or fearful, jumping into Judger is a very normal human reaction. Through the ages, our very



For a free download of the Choice Map from InquiryInstitute.com, use this code: TC2016

survival has depended on our brains creating worst case scenarios which left us with fundamentally two choices: either to fight or to run. (This is commonly referred to as the fight-or-flight response.) These reactions may have helped our ancestors fend off predators but we need something more sophisticated to deal with the complexities of contemporary life.

The Choice Map is literally about expanding our options. Judger embodies the feelings of wanting to defend ourselves or to fight or perhaps to withdraw. The result of taking the Judger Path can be a fiery argument (fight) or leaving the scene (flight). Learner mindset offers an option better suited to meeting today's challenges. With Learner mindset we can recognize where we are, reflect on where that mindset might take us, and consciously switch to a more open and constructive way of being. Learner also remembers that Judger is normal—and human!

At the heart of the Choice Map is the Switching Lane. This is where you can go when you notice that someone or something has pushed your buttons. Your Judger reactions have been triggered. Maybe you notice your heart is racing, your breathing is shallow, or your jaw is suddenly tense. Having observed this, the Switching Lane helps you establish a place in your mind where you can pause, take a breath, and push your internal reset button.

The Switching Lane is where the action is. It's your fast track from Judger to Learner, where new possibilities open up to you—and through you to others around you. Communication becomes more open and engaging. Sometimes it's even fun. And if you've been struggling with a problem on your own, switching to Learner helps you break through to new, often surprising solutions.

Taking the Switching Lane is the habit I brought into practice when my friend's insulting comment sent me charging down the path to the Judger Pit. But then I was able to ask myself switching questions like: Am I in Judger? and How do I want this to turn out? Asking these questions helped me hit my reset button for taking the fast track from Judger to Learner.

At first, when I was listening to my friend with "Judger ears," all I wanted to do was get back at him. When I was able to switch and listen to him with "Learner ears," I was able to see beyond my instinctive reaction and reconnect with him. Then we

could continue our conversation in a way that was positive and constructive. More importantly, we left lunch that day with our friendship even stronger than before.

In simple, everyday terms, the Choice Map provides a how-to for recovering from those fearful worst case scenarios our brains often create whenever the going gets tough. Just visualizing the map helps us see where we are and integrate these skills with our own thinking.

The Choice Map really works. It's used by people in business, including leaders, coaches and teams. Schools and universities, as well as healthcare professionals, community groups, and boards use it. It is used in mediation, marriage enrichment workshops, and in change initiatives large and small. People find that it complements mindfulness practices and emotional intelligence, as well as appreciative inquiry, action learning, and positive psychology. In their personal lives people share the Choice Map with their partners and family members, as well as with their friends and colleagues. This all reflects why the Choice Map has been the cornerstone of presentations I've given throughout the U.S. as well as in Canada, Europe, and Asia. With practice, the Choice Map fosters a new awareness of what it means to be a thoughtful citizen.

Take a Tour of the Choice Map

One of the beauties of the Choice Map is that it's easy to put into action right away. Many people keep a copy of the map on their refrigerator or in a visible spot in their workspace. You'll be surprised at how easy it is to apply these ideas once you're familiar with Judger, Learner, and the Switching Lane.

At any moment, all you have to do is look at the Choice Map and ask yourself which path you're on and whether that will take you where you really want to go. Always start with yourself and your own mindset. This puts you in your own driver's seat. If you discover you're on the Judger Path and want to be in Learner, just step onto the Switching Lane. Some Switching questions include: Am I in Judger? Do I like how I'm feeling or what I'm doing? Where would I rather be? and What's another way I can think about this? This is how I cultivated the habit of pushing my internal reset button.

Like everything in life, following the Choice Map during a conversation gets easier and more natural with practice. There's the added benefit that each time you put these ideas into action you will experience a stronger sense of connection and engagement, with greater opportunities for coming up with mutually favorable outcomes. Imagine how useful that could be in working things out in your family or at a community meeting or even with your co-workers!

The Five Questions

Many people tell me that memorizing and keeping these five questions in the back of their mind is a short cut Switching formula that helps them in just about every situation. They tell me that it often comes into play in conversations with their spouses, partners, and children as well as at work. Thoughtful citizens find these questions helpful whenever exchanging ideas and opinions in conversations that involve politics at any level. Actually, in *any* situation in which we find ourselves, these five questions can make an important difference:

1. What do I want—for myself, others, and the situation?
2. Am I in Learner mindset or Judger mindset?
3. Am I listening with Learner ears or Judger ears?
4. What assumptions am I making—about myself, others and the situation?
5. Who do I choose to be in this moment?

Marilee Adams, Ph.D., is the bestselling author of *Change Your Questions, Change Your Life: 12 Powerful Tools for Leadership, Coaching, and Life, 3rd edition* (Berrett-Koehler Publishers, Oakland, CA, 2016), and *Teaching that Changes Lives: 12 Mindset Tools for Igniting the Love of Learning* (Berrett-Koehler Publishers, San Francisco, 2013). She is president of the Inquiry Institute, a coaching, training, and educational consultancy. InquiryInstitute.com

Courageous Leaders, Courageous Followers

Leaders and Followers as Thoughtful Citizens

Ira Chaleff

I have lived in Washington, DC for 25 years. During that time I have been affiliated with a non-partisan organization that provides management consulting to congressional offices to enable them to better serve their constituents. This has permitted me an inside look at lawmakers from both parties. Based on these observations, I conclude that we the people, as thoughtful citizens, must recognize the difference between the toxicity of the campaign culture and the civility required to make government work.

- There is no direct correlation between an individual's politics and their humanity. Some of the lawmakers I most agree with politically treat the people around them very poorly; some I most disagree with politically treat the people around them with great respect.
- Age does not equate directly to either knowledge or power; young congressional aides become issue experts who advise lawmakers on many important matters, including what questions to ask in committee hearings and on what to vote for on legislation.
- The most effective lawmakers, and the most effective aides, form relationships across party lines. They need these to co-sponsor legislation, understand the source of opposition to their bills, form winning majorities, and override presidential vetoes.
- In our system, in which power is distributed between two legislative chambers, the executive branch, the courts and state governments, some degree of cooperation is indispensable to getting things done; cooperation requires productive communication.
- Though cooperation between the two parties has eroded in the last two decades, individual members of Congress and staff have built bridges across party lines through respectful personal relationships. They have formed groups such as the "Center Aisle Caucus" of lawmakers and the Senate Chiefs of Staff Bipartisan group, committed to restoring civility in public discourse.
- In contrast, the congressional campaign committees, like the national campaign committees, seem to have no investment in creating the bipartisanship needed to make government work; as a result each party fills the airwaves with virulent accusations against the other that has the sum effect of destroying civility and generating profound cynicism towards government.

For all these reasons, we must do the hard work of seeking, through dialogue, the common ground where our needs meet rather than letting this toxicity influence our own conversations on politics with friends, family, and neighbors.

It is in our power to set the standards to which we expect our leaders to adhere.
Through our own example, we set the standards of civility we want our elected representatives to hold in their lawmaking, their governing and their campaigning. When we write or visit or phone or email them, we should state clearly that we expect them to work collaboratively with the other party to resolve the issues that are important to us.

You may not have access to the President of the United States about issues of personal and national importance. However, your representative in Congress does have access to his or her party leaders—and they have access to the White House!

Also, if you can't get direct access to your representative in Congress, you can always speak with their bright young staff. They have far more influence than you might think. We all also have the leveraged power of the internet. Anyone can band together with like-minded citizens and deliver your messages to elected officials and their staff.

Thoughtful citizens, engaged in the thoughtful dialogue that this book encourages, can take the fruits of their dialogue to their political leaders. *Democracy works when followers hold their leaders to high standards of civility.*

The mark of a great leader is the development and growth of followers. The mark of a great follower is the growth of leaders.
Ira Chaleff—The Courageous Follower

Ira Chaleff is author of *The Courageous Follower: Standing Up To and For Our Leaders*, Berrett-Koehler Publishers, San Francisco, 2009, and co-editor of *The Art of Followership: How Great Followers Create Great Leaders and Organizations*, Jossey-Bass, San Francisco, 2008. CourageousFollower.net

Appreciative Leaders Make Thoughtful Decisions

Diana Whitney

We live and work in a world created by the choices we make personally, collectively and globally. Every decision we make is an opportunity to demonstrate our values, to put our principles into action, and to contribute to the well-being of our families, communities, and the sustainability of our planet. Every decision we make ripples outward and influences other people, for better or worse. Thoughtful citizens make decisions that set positive changes in motion.

There are no right or wrong choices, only thoughts, words, actions and decisions with implications. All that we think, say and do ripples outward into the world. You know how this goes: someone at work stops you and tells you that you did a great job, that they would have missed their delivery date without your contribution. It lifts your spirit. When you go home, you thank your son for recycling the trash, something you don't often do, because it's his job, and he's just supposed to do it. He nods at your approval. The next day after lunch at school, he offers to put his friend's empty soda can in the recycle bin. His friend also says thanks. Your son is on his way to a habit of recycling that will last a lifetime. Positive ripples keep magnifying and multiplying through relationships in meaningful, and often surprising, ways and directions.

The ripple effect of our decisions and actions can also work against us by setting in motion downward spirals of confidence and competency. Consider the child who constantly hears, "Why did you do it that way? I've told you not to do it that way at least 100 times. You are so stupid." This comment has negative implications that could send ripples of low self-esteem in motion. Negative habits that last a lifetime begin in negative thoughts, words, and in this case, negative accusations.

Thoughtful citizens make conscious choices about the questions they ask, the words and phrases they use, and the decisions they make. They practice the five strategies of Appreciative Leadership personally and professionally:

1. They ask positively powerful questions
2. They bring out the best of people and situations
3. They engage with others to co-create the future
4. They awaken the creative spirit
5. They make choices for the good of the whole

Thoughtful citizenship calls for us to be conscious about our decisions, to be aware of when they align with our values and when they do not. Of special importance is the consistency of our decisions over time. Nothing stirs criticism more than inconsistency in decisions and actions. And nothing generates respect and builds trust like open and timely communication, transparency and dialogue, and conscious decision-making.

Take a few minutes and think about the following questions:

What are your two to three most important values?

How have your recent decisions reflected these values?

How might you reflect these values more fully in the future through the questions you ask, the actions you take and the decisions you make?

Conscious decision-making is a way to be true to your self and to contribute to positive change in the world. Begin now, clarify your values and the principles of life that mean the most to you, and take time to consider how your decisions reflect what is most important to you, your family, your community, and our planet.

Diana Whitney, Ph.D. is founder of the Corporation for Positive Change and co-founder of the Taos Institute. She is a pioneer in Appreciative Inquiry and social change. She is co-author of *The Power of Appreciative Inquiry*, Berrett-Koehler Publishers, San Francisco, 2010, and co-author of *Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization*, McGraw-Hill Education, 2010. PositiveChange.org.

Having Conversations about Politics that are Thoughtful and Authentic

Jamie Showkeir and Maren Showkeir

Do you want to have successful, spirited discussions
with others about your political views and concerns?

Are you interested in learning to make the best possible decisions
on the issues that affect your future and the future of those you care about?

If you are like many Americans, you can answer these questions with a resounding “Yes.” Yet many of us avoid face-to-face conversations with those who have opposing political views for fear that those discussions will end in simmering silence, culminate in combative anger or result in resentment. In fact, some studies have shown that more people are using email and the internet to get the information they need to be informed citizens because it is less stressful.

Research by social scientists has shown that diverse views and dissension are important components in good decision-making if conflict is handled with goodwill and open minds. Who isn't interested in making good, sound decisions? What stops us from engaging in sincere, civil, face-to-face conversations about the things we feel so passionate about? What can we do about it?

Through constructive political discourse with our coworkers, neighbors, friends and family, all of us can make higher quality decisions about the important issues that affect our lives. We all win when we learn to employ the necessary conversational skills using techniques that focus on full disclosure, goodwill and openness. We can become more thoughtful citizens. We can build a better culture of collaboration and constructive solutions that benefit our communities and all of us.

Starting a New Conversation

Changing the conversational dynamics starts with desire, self-awareness and developing clarity about your intention for having the conversation. Useful

questions for exploring your intentions in discussing your political views with another include:

- Do you want to discuss the issue or debate it?
- Are you trying to win someone else over to your way of thinking?
- What might you learn by truly listening to another's point of view?
- Are you willing to try and understand another's perspective?
- Can you be open enough to find common ground? Humble enough to admit someone else may have a point?
- What would the conversation sound like if you were trying to connect rather than convince?
- How will you benefit by engaging in civil conversations about issues that matter?

Once you have clarified your intention to engage in a thoughtful conversation that honors dissension as a constructive force, it's essential to learn to leave space for different and contrary points of view. The goal is to broaden your thinking in order to facilitate good decision-making.

With this clarity at the forefront, it is important to choose conversational techniques that support your intentions. If the goal is truly to understand another's views rather than convince them of the rightness of yours, the following techniques can help:

- Extend goodwill—this is not a feeling, it is a choice you make about how you want to engage the other person.
- Own your own contribution to any past misunderstandings or difficult conversations.
- Be truly curious and ask open ended-questions.
- Ensure you've heard them accurately by restating from the other person's side.
- State your point of view clearly and neutrally, without disparaging the other.
- Look for the common ground.
- Frame choices about future positions.

If your intention is to influence the other person's point of view, or have them take some specific action as a result of the conversation, it's important to:

- Extend and maintain goodwill.
- Be honest and upfront by clearly stating your intention to influence others.
- Acknowledge concerns, reservations and doubts the other might have.

- Take their side; argue it as passionately as you would your own.
- Resist the urge to “spin” your point of view or use calculated or incomplete descriptions of the situation.
- Resist the urge to barter for their support or “sell” your view.
- Resist the urge to use manipulative language or words designed to have an emotional impact.
- Identify and deal with resistance (an underlying emotional concern of vulnerability or self esteem), both yours and theirs.

How Might Such a Conversation Sound?

- Acknowledge the challenges and difficulty of having these kinds of conversations.

“As I see it, we both have strong feelings about our political views and have been convinced that our perspectives are right. That has sometimes put a strain on our relationship, and I have been avoiding even having these conversations for fear that they will end in anger.”
- Express your intention to work things out.

“My intention is for us, together, to figure out a way we can talk about these issues in a constructive way so that we both feel heard and understood rather than attacked. My hope is that if people can talk about these issues with goodwill, we can all make better decisions.”
- Own your own contribution.

“My contribution to the difficult conversations is that I have wanted to “sell” you on my point of view rather than to listen and understand yours. I’ve taken the position that one of us has to be right, so the other is wrong.”
- Ask for participation and help.

“I really want your help in having a different kind of conversation, because I think it could contribute to more thoughtful decision-making. I’d like us to figure out a better way of having these conversations. Are you willing?”
- Seek the other person’s viewpoints.

“What are your thoughts on how we might proceed with this conversation without damaging our relationship?”
- Proceed with the conversation by asking the other person to talk about their view of the situation and concerns they have. Listen very carefully.

“I’d like to hear more about how you see things, and what concerns you have about ABC and XYZ. How did you arrive at your point of view? What was the information you used to develop your opinion?”

OR

- Share responsibility by asking how the other person wants to proceed.

“It sounds like you think don’t think it’s possible for us to talk about this without rancor. How do you think we should proceed from here?”

- If, during a conversation, you feel yourself getting tense or angry or overwhelmed by a desire to “win,” call it out as neutrally as possible by stating what you see, not judging what it means:

“I feel myself tensing up, and I can hear that I’m raising my voice and getting edgy. I think I’m letting my passion for this point of view overwhelm my desire to understand your point of view. Can we take a deep breath here?”

OR

“Your face is flushed, you’ve turned your face away from me, and you have gone silent. What’s going on for you?”

In the long run, these kinds of authentic conversations will strengthen relationships, result in better decisions and create a healthier political environment that will benefit everyone. Learning to have these kinds of conversations requires developing new skills. It takes patience, lots of practice and perseverance. Clear intentions are essential. Committing to honoring different points of view is critical. And it is well worth the effort. Our future together depends on it.

Jamie Showkeir and Maren Showkier are the authors of *Authentic Conversations: Moving from Manipulation to Truth and Commitment*, (2008) and *Yoga Wisdom at Work: Finding Sanity Off the Mat and On the Job*, (2013) both published by Berrett-Koehler Publishers, San Francisco. AuthenticConversations.com

The World Café: Conversations that Matter

Juanita Brown, David Isaacs, and the World Café Community

The World Café invites people to participate in a conversation to collaboratively evolve the futures they want, rather than settle for the futures they get. It's based on something we all know how to do—engage in a good conversation—and assumes that together we already have within us the capacity to effectively address our most important challenges and opportunities.

The World Café Process Overview

In a World Café, four or five people sit at a café-style table or in a small conversation cluster to explore a question or issue that matters to their community or organization. Other participants seated at nearby tables or in conversation clusters explore the same question at the same time. As they talk, participants are encouraged to doodle and jot down key phrases or ideas on paper tablecloths that are there for that purpose.

After an initial round of conversation in these small groups, lasting perhaps 20 to 30 minutes, participants are invited to change tables, leaving one host at each table or conversation cluster to welcome new “travelers.” As the other table participants travel, they carry ideas and insights from their previous conversation into the newly formed group. In addition, each “table host” shares with new arrivals the key images, insights, and questions that emerged from the earlier dialogue at that table, and the new arrivals link and build with insights and discoveries from their previous round of conversation.

This process is repeated for two or three rounds and is followed by all participants participating in a whole-group “harvest” of the patterns that have emerged, along with actionable ideas and recommendations.

What Specifically Does the World Café Host Do?

The overall task of the World Café host is to put the World Café design principles into action, with thoughtfulness, artistry, and care. A good host can make the

difference between participants simply having an interesting conversation and their experiencing true breakthrough thinking.

More information and resources to help you host your own World Café are available on our website. For additional resources on the World Café design principles and the global World Café community, please visit TheWorldCafe.com.

To participate in the World Café's global on-line community of practice, visit: TheWorldCafeCommunity.org.

Design Principles

The World Café process is based on the following specific design principles, practiced in combination:

- **Set the context:** take the time to clarify the purpose and parameters within which the dialogue will take place
- **Create hospitable space:** design a welcoming environment that is physically appealing and assures personal comfort and a psychologically “safe space”
- **Explore questions that matter:** focus collective attention on powerful questions that will benefit from collaborative engagement
- **Encourage everyone's contribution:** invite everyone who's impacted by a question to participate and encourage their contribution by fostering deep listening and heart-full speaking
- **Cross-pollinate and connect diverse perspectives:** enable the emergence of new insights by fostering multiple points of view while keeping the focus on core questions
- **Listen together for patterns, insights, and deeper questions:** guide the conversation in ways that will reveal deeper patterns and common perspectives without losing the uniqueness of individual contributions
- **Harvest and share collective discoveries:** make the collective knowledge and insight that emerges both visible and actionable

World Café Etiquette

A few simple practices enable participants to support each other in speaking and listening authentically—and in being more aware of how every participant contributes to the “whole.”

It's very helpful to post and share these practices with the group at the beginning of your World Café.

- Focus on what matters
- Contribute your thinking
- Speak your mind and heart
- Listen to understand
- Link and connect ideas
- Listen together for insights and deeper questions
- Write, doodle, and draw your thoughts and ideas
- Have fun!

Rebuilding Trust When the Political Process Disappoints

Dennis S. Reina and Michelle L. Reina

Have you felt let down, disappointed, frustrated,
or even betrayed by the political system?

Does the whole political process make you feel powerless?

Would you like to learn ways to rebuild trust—not just
in the political process, but also in other key areas of your life?

Many people feel disappointed, frustrated, and even betrayed by political leaders or our political system.

When people feel let down or betrayed—whether by a politician, family member, or colleague—it's easy to fall into the trap of victimhood. The symptoms of victimhood can be subtle. Blaming. Finger pointing. Abdicating responsibility for one's own feelings, actions, and reactions. Victims remain stuck in the past and are unable to come up with effective solutions. In remaining a victim, people



essentially give their power away to the person or people who broke their trust. What does this look like?

Recognizing the Victim Posture vs. the Responsible Approach

Victim Posture

Feels entitled
Apathetic
Carries grudges
Operates with hidden agendas
Closed to new ideas
Acts out toward others
Goes through the motions
Engages in workarounds
Does not take any risks
Gossips about others
Makes judgments

Responsible Approach

Feels personally accountable
Takes initiative
Constructively works through disagreements
Open and transparent
Curious and approachable
Treats people with respect
Empowers self and others
Deals with people directly
Takes appropriate risks
Speaks with good purpose
Seeks to understand

The truth? We will all feel betrayed at some point, to some degree. Broken trust is simply part of humans interacting with one another. Yet each of us has a choice of how to respond. When it comes to feeling let down by the political process—or by any other aspect of life—we have a choice. We can slip into becoming powerless, blaming victims. Or, we can take responsibility for our feelings and reactions in a way that reinforces the power we actually do have in the system. Easier said than done, we know. Where do you start when things seem so big and beyond you?

At Reina: A Trust Building® Consultancy, an organizational research and development firm, we've spent 25 years understanding the process of rebuilding trust, healing, and renewal in all kinds of relationships. We've developed a proven, practical, seven-step process to support people in rebuilding trust and regaining their power. These steps will help you move away from the victim role so that you can participate in the political process as a thoughtful, responsible citizen.

The Seven Steps for Healing

1. Observe and acknowledge what happened. Observe your reaction to the political landscape to become aware of exactly what happened to disappoint you. Fully acknowledge the impact on you and others. What specifically has caused you to feel

let down, frustrated, or betrayed by your political leaders? When you feel betrayed, you often experience the impact as a loss: the loss of what was, or the loss of what could have been. To regain your sense of power, you need to acknowledge that loss.

2. Allow feelings to surface. Express your feelings, whether they are anger, disappointment, hurt, sadness, fear, guilt, or confusion. Give yourself permission to feel upset. What emotions need to surface and be released? Find appropriate, constructive ways to release your emotions and give voice to your pain. You don't have to express those feelings directly to the politicians who let you down, although writing a letter (sent or unsent) may help you sort through them. Allowing your feelings to surface brings about a "release" that allows you to begin to work through your hurt and supports the trust rebuilding process.

3. Get and give support. Identify support that will help you to recognize where you are stuck or struggling. Where can you turn for support? What does support look like for you? Support helps you move from blaming to problem solving. You regain the ability to take responsibility for yourself and your life so that you can participate in the political system productively. You can find support within yourself or from other people. In many political discussions, someone is looking for support for the feelings associated with being let down. When we recognize this need and use the advice given in other articles in this publication, these conversations can be much more productive.

4. Reframe the experience. Use your frustration as stepping-stones to regain your power. Consider the bigger picture. Think, for instance, of the politician's need to balance conflicting responsibilities. Ask yourself if they know something you don't know. Try to understand if your information sources are neutral or biased. Examine the choices and opportunities you now have. What choices do you have in how you respond to the situation? Tease out what you can learn about yourself, others, and the political system.

5. Take responsibility. You are not responsible for what was done to you or to your community, but you are responsible for how you choose to respond. Are you going to blame your problems on politicians or the system? Or are you going to acknowledge any role you might have had in your circumstances? Consider what

you can do differently now. What actions can you now take to change the situation? What gains can you make by taking responsibility?

6. Forgive yourself and others. Forgiveness does not mean excusing the offending behavior, but rather extending compassion for other people who are contributing to the best of their abilities. Where is compassion needed for forgiveness to take place? Consider again your feelings surrounding the betrayal, and decide to release yourself from the burden of carrying those feelings.

7. Let go and move on. Ask what needs to be said or done to put this experience behind you. You do not forget the betrayal or fail to protect yourself from further betrayals. There is a difference between remembering and “hanging on.” You can choose to remember in order to help yourself and others by drawing upon the lessons learned. Stronger and more self-aware than you were before the trust was broken, you look forward rather than backward. You choose to act differently as you integrate and celebrate your learning.

No one person alone can rebuild the systemic trust that underpins effective democracy. Each of us has the opportunity to begin by owning our own reactions so that we can be thoughtful citizens. When we each move out of the victim posture to a more responsible approach, we are less susceptible to being swayed by emotional media, and more reliant on our own critical thinking and logical analysis. In that powerful place, we can be responsible citizens who move beyond blaming and reacting to making decisions and choosing candidates based on rational and responsible examination. We can return, quite simply, to the essence of democracy.

Dennis S. Reina, Ph.D. and Michelle L. Reina, Ph.D. are pioneering experts on workplace trust and co-authors of the award winning, bestselling books, *Trust and Betrayal in the Workplace, 3rd edition* (2013), and *Rebuilding Trust in the Workplace* (2010), Berrett-Koehler Publishers, San Francisco. They are co-founders of Reina: A Trust Building Consultancy, a global enterprise specializing in measuring, developing, and restoring workplace trust: featured in *The New York Times*, *Wall Street Journal*, *Bloomberg's Business Week*, *Harvard Management Update*, USA. ReinaTrustBuilding.com

Thoughtful Citizens Think for Themselves

Private Writing: A Method for Thinking for Yourself

Mark Levy

As thoughtful citizens, it's our job to understand the information and perspectives in front of us, so we can make smart, appropriate decisions.

Ask most of us about the important questions of the day—questions about life, liberty, meaning, world events, community, and economics—and we'll likely have opinions. It's important to think through our questions and options and not simply “parrot” the talking points we hear on TV, read about on the net, or inherit from our family.

One of the ways I examine issues is by writing about them. For me, having to articulate an idea shows me where my thinking is sound and where it falls apart. A bout of candid writing more often than not shows me what I need to do next.

You can, of course, publish what you write. But the type of writing I'm talking about is closer to journaling. It's meant for no one's eyes but your own.

When I engage in this private writing, I follow a few procedures. For one, I write about when I first starting thinking about the subject I'm studying. I also tell myself any stories that come to mind concerning it. I may jot down and analyze any images that pop into my head. So, too, do I list all the questions that hit me, after which I'll unearth any assumptions I have about the subject. I get down any facts, anecdotes, and ideas, and then I try reaching some conclusions.

I may do this kind of writing in a few minutes or hours. I've even done it on and off over weeks. When I'm finished, though, I feel much more able to express and support my opinions. I feel confident about taking action.

If you've never used writing as a clarifying and problem-solving tool, I suggest you try it. To me, it should be in the toolkit of every responsible citizen.

Mark Levy is the founder of the marketing strategy firm, Levy Innovation. He has written for *The New York Times* and has authored or co-created four books, including *Accidental Genius: Using Writing to Generate Your Best Ideas*, *Insight*, and *Content*, 2nd edition, Berrett-Koehler Publishers, San Francisco, 2010. LevyInnovation.com

Turning Conflict Into Collaboration

Stewart Levine

One of the greatest challenges we have when it comes to citizen participation is our capacity to engage in useful conversations with people who have views and beliefs that are different from ours. As a conflict resolution professional and a student of human communication, I know that a great challenge is to accept that others live in a reality that is different from ours. It's not better or worse, just different!

Our media does us no great favor when we see pundits talking at each other instead of talking to each other. And what passes for political "debate" serves no one. It appears as just another opportunity to make another stump speech interrupted by questions and yet another politician making his or her speech.

If I were in charge, candidates would have the opportunity to have real discussions "with" each other, educating and inventing solutions based on the mutual concern for people's business. I designed the "Cycle of Resolution" on page 30 when I was doing divorce mediation. My operating principle was that if the models worked in the context of divorcing couples, they would work anywhere. And they do!

A key part of democracy is the ability and right to effectively engage in dialogue and debate as a means of exploring differences and resolving conflict through some form of civil discourse. My work and writing focus on providing the simple conversational skills that enable sustainable collaborations through crafting "Agreements for Results" and using the "Cycle of Resolution" to handle disagreements. The graphic is a summary of the principles, steps and elements.

Before jumping into the conversational steps of the model I must mention some critical tools of the communication process.

"I" Statements

This is one of the most underutilized techniques for effective communication. The great mistake we make is to criticize the words or deeds of another by judging them. A classic example:

“You make me so angry when you are late.”

That is a double whammy—blaming them for your negative emotion and judging their behavior. This type of communication is guaranteed to generate the push-back of a defensive response. A much more effective message would be:

“I was very angry when you arrived at 9,
when you promised to be here at 8.”

Let them assess their behavior and you will often get an apology and a promise to do better. The formula:

“I was (your emotion), when you (describe their behavior).”

Listening Skills

Effective communication is a bridge building, two-way, give and take, interactive, iterative process. It is essential to spend as much time hearing their message as composing yours. The best way to fully understand and appreciate the value of listening is to spend some time only listening. Imagine wearing a sign that says:

“I’m not speaking today, only listening.”

You will be amazed at how much you miss because you are focused on your own voice and what you will say in response to what you hear, never fully giving yourself to the listening process because you are already focused on responding before they have finished, and before you have fully digested the message. Please, amaze yourself by discovering how different a message is when you become an observer of how you listen. Here are some tips:

1. Active Listening: This means “whole-being listening”
2. Paraphrasing: This is the best way to make sure the bridge is connected
3. Engage Fully: Give them all of your ATTENTION and PRESENCE
4. Do not interrupt
5. Hold back on judgments
6. Ask questions

Object/Subject

Martin Buber makes the very important distinction between “I/It” and “I/Thou” relationships. “I/It” relationships are object-oriented—we think of others as objects to be used and manipulated for our own purposes. “I/Thou” relationships are subjective—you honor and care about the other person.

One of the tragedies of our culture is that we reduce others to objects and as instruments for our own advancement. People become tools to use to accomplish this or that and we suffer the lack of not knowing them as individuals. If you can relate to others as compassionate human beings, your connection and communication will be much more effective. The “I/Thou” context will generate a much deeper level of concern and respect. People will be able to listen more attentively to your messages.

Non-Verbal

Communication is composed of three parts:

Visual—Appearance of the Deliverer
Vocal—Tone or Mood of our Message
Verbal—Content of the Words

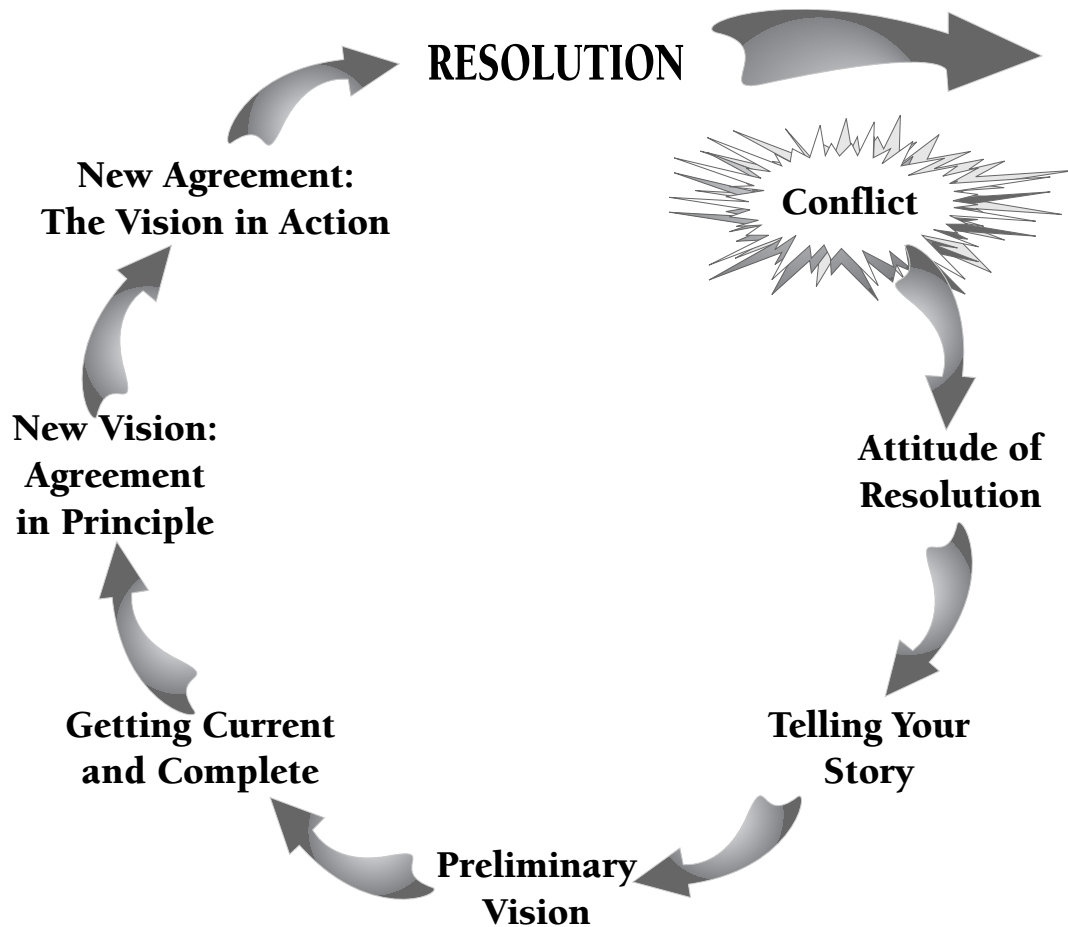
About ninety percent of what we “say” is non-verbal! We communicate by the way we look and the tone, mood and affect of what we say.

Now that you have a frame for the conversation and some specific skills for engagement, it’s time to learn about the thoughts and belief systems of others.

The cycle in the diagram provides the conversational framework for turning even the most charged issues into conversations in which learning and resolution can take place. The principles that make up the “Attitude of Resolution” will frame your mindset. It will enable exchanging and listening to stories with an open mind and heart.

Getting complete will neutralize the emotions in the situation. That will clear the way for you to craft an agreement for successfully being with others even when you

have different beliefs and opinions. The goal is to find out what their real concerns are. What does the other value and why? What solution would take care of your concerns and theirs? This is where the collaborative negotiations begin. This also provides tools so that everyone can benefit from learning how to turn conflict into collaborative thinking and so that everyone is better able to make thoughtful decisions.



Stewart Levine, Esq.'s work with "Agreements for Results" and his "Cycle of Resolution" (included in *The Change Handbook*) are unique. *Getting to Resolution: Turning Conflict into Collaboration*, Berrett-Koehler Publishers, San Francisco, was named among the 30 Best Business Books of 1998 (the 2nd edition came out in 2009); *The Book of Agreement: 10 Essential Elements for Getting the Results You Want*, Berrett-Koehler Publishers, San Francisco, was endorsed by many thought leaders and named one of the best books of 2003 by CEO Refresher. ResolutionWorks.com

Habits of Mind for Educating Thoughtful Citizens

Arthur L. Costa and Bena B. Kallick

As educators, we've devoted our careers to the development of a curriculum we call Habits of Mind (HOM). Our goals are for students to be successful not just in school but in their lives beyond school, in the workplace, in their family lives, in their communities, and as citizens of the world. We knew that they would need something beyond just learning the "right" answers and getting good grades. They would need to become successful problem-solvers, thinkers and communicators.

Our *16 Habits of Mind* provide the awareness needed whenever we're faced with questions and problems that don't have easy answers or obvious solutions. Such challenges arise throughout our lives, be it in our personal and professional lives as well as in considering the issues and concerns we all share as citizens.

Through our books, conferences and the colleagues we've trained, many thousands of students, as well as whole schools all around the world, have benefited from learning these 16 Habits of Mind. As you read over the brief summaries of these habits on the next page, notice any that seem to jump out at you, either because they're habits of mind you already employ or because they're new to you and you can imagine ways they might be helpful in the future.

Here's a way to put these Habits of Mind to the test and begin learning more about them right away. Simply recall a past challenging situation in your life, one in which you were eventually successful. Then scan the list of all 16 Habits of Mind and identify any that you used in that situation, even if you were not aware of it at the time.

You'll probably find that in most challenging situations you employ a cluster of these habits, not just one or two. For example, one person discovered that she usually employed a cluster of the following four habits: Persisting; Thinking and communicating with clarity and precision; Creating, imagining, and innovating; and Applying past knowledge to new situations.

Habits Of Mind

 <p>Persisting: <i>Stick to it!</i> Persevering on a task through to completion; remaining focused. Looking for ways to reach your goal when stuck. Not giving up.</p>	 <p>Managing impulsivity: <i>Take your Time!</i> Thinking before acting; remaining calm, thoughtful and deliberative.</p>
 <p>Listening with understanding and empathy: <i>Understand Others!</i> Devoting mental energy to another person's thoughts and ideas; Make an effort to perceive another's point of view and emotions</p>	 <p>Thinking flexibly: <i>Look at it Another Way!</i> Being open minded, able to change perspectives, generating alternatives, considering options.</p>
 <p>Thinking about your thinking (Metacognition): <i>Know your knowing!</i> Being aware of your own thoughts, strategies, feelings and actions and their effects on others.</p>	 <p>Striving for accuracy. <i>Check it again!</i> Always doing your best. Setting high standards. Checking and finding ways to improve constantly. Searching for truth.</p>
 <p>Questioning and problem posing: <i>How do you know?</i> Having a questioning attitude; knowing what data are needed and developing questioning strategies to produce those data. Finding problems to solve.</p>	 <p>Applying past knowledge to new situations. <i>Use what you Learn!</i> Accessing prior knowledge; transferring knowledge beyond the situation in which it was learned.</p>
 <p>Thinking and communicating with clarity and precision: <i>Be clear!</i> Striving for accurate communication in both written and oral form; avoiding over generalizations, distortions, deletions and exaggerations.</p>	 <p>Gather data through all senses: <i>Use your natural pathways!</i> Pay attention to the world around you Gather data through all the senses: Tasting, touching, smelling, hearing and seeing.</p>
 <p>Creating, imagining, and innovating: <i>Try a different way!</i> Generating new and novel ideas, fluency, originality</p>	 <p>Responding with wonderment and awe: <i>Practice being excited!</i> Finding the world awesome, seeking the mysterious and being intrigued with phenomena and beauty.</p>
 <p>Taking responsible risks: <i>Venture out!</i> Being adventuresome; living on the edge of one's competence. Try new things constantly.</p>	 <p>Finding humor: <i>Laugh a little!</i> Finding the whimsical, incongruous, absurd and unexpected. Being able to laugh at oneself.</p>
 <p>Thinking interdependently: <i>Work together!</i> Being able to work in and learn from others in reciprocal situations. Team work.</p>	 <p>Remaining open to continuous learning: <i>I have so much more to learn!</i> Having humility and pride when admitting we don't know; resisting complacency.</p>

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This and other resources available at www.habitsofmind.org

The same person in our example also preferred to work alone. One day she volunteered for a community project to get a new park in her town. She had much to contribute, but at first she found it challenging to work collaboratively with the other volunteers. After checking the HOM list she realized there were habits she might add to her usual cluster which could help her be more successful with her volunteer group. She added the following: Listening with understanding and empathy; Taking responsible risks; and Thinking interdependently.

To her surprise, she became much more comfortable working with the group of other volunteers. Best of all, working together they were successful at getting a resolution passed to build a beautiful new park. She was pleased to be recognized for her contributions to this successful project. She also demonstrated thoughtful citizenship in action.

Arthur L. Costa, Ph.D. and Bena B. Kallick, Ph.D. are co-authors of *Learning and Leading with Habits of Mind: 16 Characteristics for Success*, ASCD, Alexandria, VA, 2009, and *Dispositions: Reframing Teaching and Learning*, Corwin Press, Thousand Oaks, CA, 2014. They are co-founders of the Institute for Habits of Mind. HabitsOfMindInstitute.org and EduPlanet21.com

Excerpts from
***United: Thoughts on Finding Common Ground
and Advancing the Common Good***

Cory Booker

Chapter 12: The Law of Common

The Holy Land is everywhere.—Black Elk

Profound connections exist between all; interdependency so manifest that perceived separation is a delusion. Like a great pool containing millions of drops of water, introduce a stone and all are elevated, poison a part and all are ill affected. You can't connect more or less; the connection exists no matter what our perception. But ignore the connection, deny it, and consequences come. Yet still we too often obscure the truth of our interconnection; we insult our bonds with indifference; and through self-inflicted blindness to connection we curse the whole and damn ourselves.

The law always is: you reap what you sow; for every action there is an equal and opposite reaction; cause and effect. Humble people teach us this and more. They are great masters, the best of whom I have found are not on television, not at a university, and not elected to any office. They do not preach sermons, give lectures, or dispense orders. They do. Without fanfare, they do the best they can with what they have, where they are. They themselves are often the ignored and marginalized, and often they are the redeemed or the prodigal child come home repentant. Whatever their journey, they humbly manifest the truth preached by Dr. King: "Injustice anywhere is a threat to justice everywhere; we are all caught in an inescapable network of mutuality, tied in a common garment of destiny."

Epilogue: Go Far Together

Interdependence is and ought to be as much the ideal of man as self-sufficiency.
—Mahatma Gandhi

There is an old African proverb that I keep close at hand for whenever I need reminding of the urgency of our time: *If you want to go fast, go alone, but if you want to go far, go together.*

This is a question, to go together or go alone, that each of us has to answer. The destiny of our country will surely depend on how many of us choose to join forces and fight the battles of our time, side by side. Cynicism about America's current state of affairs is ultimately a form of surrender; a toxic state of mind that perpetuates the notion that we don't have the power to make a difference, that things will never change. This idea is not only wrong, it is dangerous. I learned this firsthand in New Jersey, where problems like violence festered and exploded because, while many condemned what was going on, too few took *responsibility* for it—too few realized that their neighbor's tragedy was a tragedy for them as well.

The heroes of my life—my parents and teachers, colleagues and mentors—have taught me, above all, that individuals *can* have a profound impact on our communities. We, each of us, manifest our power through our daily actions: the depth of our empathy for others despite lines of division, the strength of the kindness we extend to those outside our circles of comfort, and the sacrifices we perform in service to the greater good. The story of America has always been a celebration of our connections.

We are now generations past our nation's founding, past the crisis of the Civil War, and the Great Depression, past two world wars, the civil rights movement, and a cold war, but the call of our country still abides; the dream of our nation still demands. There is much work to do to ensure that we are a nation which lives up to its promise of fairness, security, and ever-increasing opportunity. Both history and our own lives tell us that the fulfillment of potential takes steady action, hard work, and the love of many. To meet our most daunting challenges, at home and abroad, we must come together, work together, and recognize that our nation will rise or fall together—for we are truly an interdependent people . . . With so much at stake, we now, together, must write the next chapter in our American story.

Cory Booker, U.S. Senator from New Jersey, is the author of *United: Thoughts on Finding Common Ground and Advancing the Common Good*, Ballantine Books, New York, 2016. Reprinted with permission.

Voter Registration 2016 Deadlines for All 50 States

Find your state's voter registration deadlines for the Federal General Election—to be held on November 8 this year—below. This page provides a summary of information taken from state election office websites. This information can change. For the most complete and up-to-date information, contact your state election office.

State	Registration Deadline	Election Day Registration
Alabama	Registration is closed for the 14 days before an election.	You must register before the deadline.
Alaska	Registration 30 days before the election.	In a Presidential Election year, for November General Election only, you can register to vote on Election day.
Arizona	Registration closes 29 days prior to election day.	You must register before the deadline.
Arkansas	Postmarked 29 days before the election.	You must register before the deadline.
California	Postmarked or submitted electronically no later than 15 days before the election.	You must register before the deadline.
Colorado	Mail and online registration 8 days before the election. Deadline for registration by voter registration drive: 22 days before the election. In person registration through Election Day.	You may also register in person on Election Day.
Connecticut	Postmarked by the 7th day before an election.	You may also register in person on Election Day, but only at designated locations.
Delaware	Deadline to register is 24 days before the election, except for military and overseas voters.	You must register before the deadline.
District of Columbia	Postmarked 30 days before the election.	You may also register in person on Election Day as long as you can provide proof of residency.
Florida	Postmarked 29 days before the election.	You must register before the deadline.
Georgia	Received 28 days before the election.	You must register before the deadline.
Hawaii	Postmarked 30 days before the election.	You must register before the deadline.
Idaho	Postmarked 25 days before the election.	You may also register in person on Election Day as long as you can provide proof of residency.

Illinois	Regular registration is closed 27 days before the election. In-person registration continues through election day.	You may also register in person at designated locations on Election Day as long as you can provide proof of residency.
Indiana	Postmarked 27 days before the election.	You must register before the deadline.
Iowa	Deadline to pre-register is 10 days before the election.	You may also register in person on Election Day as long as you can provide proof of residency and identification.
Kansas	Received 21 days before any election.	You must register before the deadline.
Kentucky	Postmarked 29 days before the election.	You must register before the deadline.
Louisiana	Postmarked (if mailed) or received (online or in person) 30 days prior to the election.	You must register before the deadline.
Maine	Received 21 days before the election.	You may also register in person on or before Election Day.
Maryland	Registration closes 21 days before the election. If you miss the deadline, you may register to vote or change your address at an early voting center in the county where you live. You will be required to prove where you live.	You must register before the deadline.
Massachusetts	Postmarked (if mailed) or received (online or in person) 20 days prior to any election.	You must register before the deadline.
Michigan	Postmarked (if mailed) or received (online or in person) 30 days before the election.	You must register before the deadline.
Minnesota	Pre-registration deadline is 21 days before the election.	You may also register in person on Election Day as long as you can provide proof of residency.
Mississippi	Postmarked 30 days prior to the election.	You must register before the deadline.
Missouri	Postmarked by the 4th Wednesday before the election.	You must register before the deadline.

Montana	Register to vote by 5 p.m. 30 days before the election. You may also register in person at the county election office on or before Election Day.	You may register in person at the county election office on Election Day.
Nebraska	Postmarked on or before the 3rd Friday before the election. You may register in person at the County Clerk/ Election Commissioner's office prior to 6 p.m. on the second Friday before the election.	You must register before the deadline.
Nevada	Postmarked (if mailed) 31 days before the election. Submitted online or in person at the office of the County Clerk/Registrar from the 5th Sunday through the 3rd Tuesday before the election.	You must register before the deadline.
New Hampshire	Deadline to register is 10 days before the election.	You may also register in person on Election Day.
New Jersey	Received 21 days before the election.	You must register before the deadline.
New Mexico	Postmarked (if mailed) or received (online) 28 days before the election. Postmarked applications must be received by the Friday after registration closes.	You must register before the deadline.
New York	Postmarked 25 days before the election.	You must register before the deadline.
North Carolina	Postmarked 25 days before the election. You can register in person and vote early during the "one-stop" voting period, the second Thursday to 1 PM on the last Saturday before the election. This option remains the subject of ongoing litigation in federal court and may change.	You must register before the deadline.
North Dakota	N/A	North Dakota is the only state without voter registration.
Ohio	Postmarked 30 days before the election.	You must register before the deadline.
Oklahoma	Postmarked 25 days before the election.	You must register before the deadline.

Oregon	The deadline to register is 21 days before the election.	You must register before the deadline.
Pennsylvania	Received 30 days before the election.	You must register before the deadline.
Rhode Island	Postmarked 30 days before the election.	You may register and vote for President/Vice-President only at your local Board of Canvassers on Election Day.
South Carolina	Postmarked 30 days before the election.	You must register before the deadline.
South Dakota	Received 15 days before the election.	You must register before the deadline.
Tennessee	Postmarked 30 days before the election.	You must register before the deadline.
Texas	Received 30 days before the election.	You must register before the deadline.
Utah	Postmarked 30 days before the election. Online or in-person registration up to 7 days before the election.	You must register before the deadline.
Vermont	Received by 5 p.m. on the Wednesday preceding the date of the election.	You must register before the deadline.
Virginia	Postmarked (if mailed) or received (in person or online) 22 days before the election.	You must register before the deadline.
Washington	Postmarked (if mailed) or submitted (online) 29 days before the election. In person 8 days before the election for new Washington state voters.	You must register before the deadline.
West Virginia	Received 21 days before the election.	You must register before the deadline.
Wisconsin	By mail or to a Special Registration Deputy 20 days before the election. In-person registration at municipal clerk office up until the Friday before the election at 5 PM or close of business, whichever is later.	You may also register in person on Election Day.
Wyoming	Received 14 days before the election.	You may also register in person on Election Day.

Books that Continue the Conversation

Community:

The Structure of Belonging

by Peter Block

A practical exploration of ways real community can emerge from fragmentation: How is community built? How does the transformation occur? What fundamental shifts are involved? Block offers a way of thinking that opens a way for authentic communities to exist and details what each of us can do to make that happen.

Reclaiming Our Democracy:

Healing the Break Between People and Government

by Sam Daley-Harris

A unique vision for transforming the crisis of political apathy into true participatory democracy. Through stories of ordinary people taking extraordinary action, he shares his vision of democracy “as if people mattered.”

Solving Tough Problems:

An Open Way of Talking, Listening, and Creating New Realities

by Adam Kahane

Tough and inspiring. Explores models, technologies, and examples to facilitate dialogues of the heart. Focuses on the connection between individual learning and institutional change, with emphasis on how leaders can move beyond politeness or defensiveness toward deeper and more productive dialogue.

un-Spun:

Finding Facts in a World of Disinformation

by Brooks Jackson and Kathleen Hall Jamieson

According to the authors, “spin is a polite word for deception,” and deception is everywhere. In this media literacy crash course they explore spin’s warning signs (“If it’s scary, be wary”) and the tricks used to bring people around to a certain point of view.

America the Principled:

6 Opportunities for Becoming a Can-Do Nation Once Again

by Rosabeth Moss Kantor

Kantor outlines six practical and necessary ways to help us recapture the American Dream including: investing in people and ideas, rewarding hard work, valuing dialogue and debate, and listening to dissenting voices.

Time to Think:

Listening to Ignite the Human Mind

by Nancy Klein

Klein presents ten behaviors that help people think for themselves with rigor, imagination, courage, and grace. “The most valuable thing we can offer each other is the framework in which to think for ourselves.”

Collective Visioning:

How Groups Can Work Together for a Just and Sustainable Future

by Linda Stout

Too often in group meetings, equal speaking opportunities fail to result in equal say. Factors such as race, class, and personal history can inhibit open dialogue, leading to a sense of disenfranchisement and disillusionment. The author addresses such challenges, helping each participant to share their opinions without hesitation. Includes step-by-step processes for creating welcoming spaces that support collaboration and positive change.

The Art of Convening:

Authentic Engagement In Meetings, Gatherings, and Conversations

by Craig Neal and Patricia Neal

“Meetings are a waste of time” is a sentiment many of us share, which is tragic because meetings bring us together as human beings. Tells how to create environments of “authentic engagement” where all voices are heard, encouraging profound exchanges and transformative results. Includes tools for developing these life and leadership skills in your organization, community, family, and relationships.

How to Watch TV News:

Revised Edition

by Neil Postman and Steve Postman

The authors describe the selling of the news through techniques such as the “tease” and the formation of an on-air “pseudo-family.” They reveal how stories originate—often from newspapers and press releases—and how difficult it is for harried reporters to provide truly substantive news. The most provocative chapter analyzes the inherent biases and limitations in both language and pictures.

Sacred America, Sacred World:

Fulfilling Our Mission in Service to All

by Stephen Dinan

A manifesto for America’s evolution that is both political and deeply spiritual, the author offers hope for growing beyond current challenges which will transcend

left or right political ideologies. Rings with a can-do entrepreneurial spirit for leading the world toward peace, sustainability, health, and prosperity. This uplifting discussion explores evolutions in political leadership, environmental concerns, and economic reformation.

***The Necessary Revolution:
How Individuals and Organizations Are Working Together
to Create a Sustainable World***

by Peter M. Senge, Bryan Smith, Nina Kruschwitz, Joe Laur, and Sara Schley

Brimming with inspiring stories from individuals and organizations tackling social and environmental problems around the globe, telling how ordinary people at every level are transforming their businesses and communities. By working collaboratively across boundaries, they are exploring and putting into place unprecedented solutions for creating pathways enabling us to flourish in an increasingly interdependent world.

***The Anatomy of Peace:
Resolving the Heart of Conflict***

by The Arbinger Institute

What if conflicts at home, conflicts at work, and conflicts in the world stem from the same root cause? What if we systematically misunderstand that cause? And what if, as a result, we unwittingly perpetuate the very problems we think we are trying to solve? This book raises and answers these critically important questions. It also offers a unique solution to the conflicts that cause so much pain in our lives and in the world.

Acknowledgments

The Thoughtful Citizenship Guide is a labor of love inspired by a reverence for the ideals and principles upon which our grand experiment of democracy is based. This work is dedicated to the conviction that democracy is most successful when we remember that ideals and intentions alone are not enough; a living democracy also requires the skills of thoughtful conversation, careful listening, and our full participation. At the heart of this book is my sincere belief that the how-to skills described by these authors make unique and important contributions to these goals and ideals. This is the “why” of *The Thoughtful Citizenship Guide*.

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