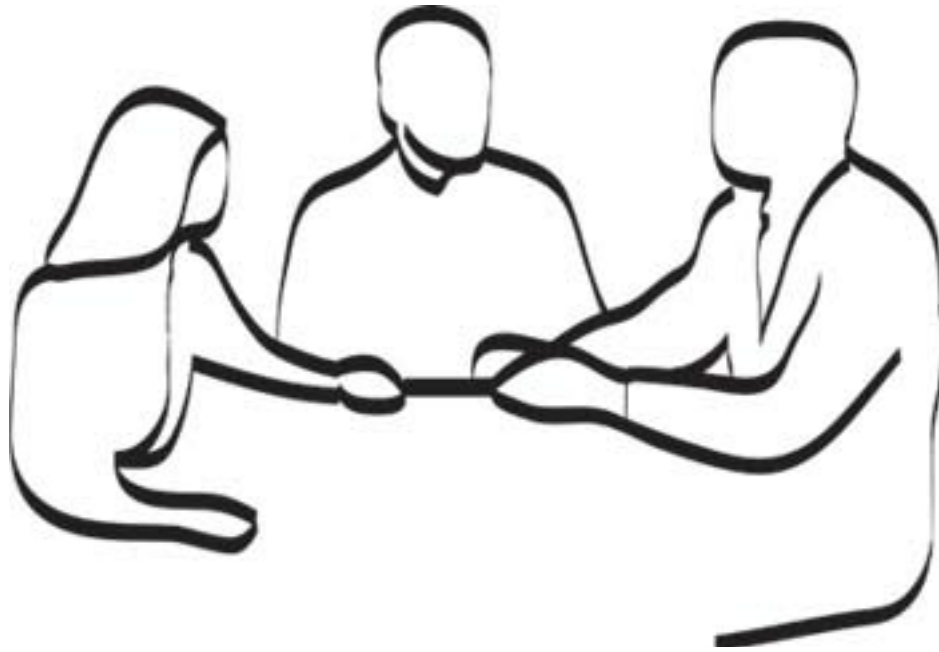


Thoughtful Citizenship

A Non-Partisan Guidebook for Decision-Making and Participation



"It's time to re-enlist as citizens".
Tom Brokaw

www.ThoughtfulCitizens.us

a project of



Lambertville, New Jersey
www.inquiryinstitute.com

Imagine an America where the solutions for our future result from a partnership of thoughtful politicians and thoughtful citizens.

We elect politicians to be guardians for our future. It's only common sense to expect them to be thoughtful and careful of what's best for all of us, our children, our grandchildren, and the world we live in. Our job as citizens is to be equally thoughtful, careful, and engaged. We participate by voting, by being well-informed, by volunteering, and by holding our politicians and ourselves accountable for our shared future.

The Thoughtful Citizen Guidebook is a project sponsored by the Inquiry Institute. We believe that great results—and the best decisions—begin with asking ourselves and others the most thoughtful and important questions.

This is a collection of short selections from respected authors who teach thoughtful decision-making and ways to have successful, productive conversations. They write about life skills that are essential for thoughtful citizenship. These same skills, suggestions, and tools also work in every area of our lives—at work and at home.

I encourage you to take advantage of the suggestions in this guidebook and share them with as many other people as you can. As we look beyond this election, please send me suggestions for our project on Thoughtful Citizenship. Our vision is to help establish a culture of thoughtfulness, accountability, and partnership for politicians and citizens--because we're all on the same side when it comes to wanting our great country to grow ever better and stronger.

With sincere regards,

Marilee Adams
President, Inquiry Institute
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Questions to Guide Thoughtful Political Decisions

These are some questions to help anyone think through whom to vote for. They're also helpful "starter" questions for thoughtful, respectful, and successful conversations about politics. Add other questions that might be helpful for you and others.

* * * * *

Questions about what's important for you personally:

- What temperament, skills, and experiences must a candidate demonstrate so that I can trust that he/she will be truly thoughtful?
- What are the most important qualifications that a U.S. President and Vice President must have in order for me to vote for them?
- Since most decisions are both objective and emotional, how can I be most objective in making such a major decision about our future?

Questions about specific candidates:

- Regarding the economy: Which candidate has demonstrated the best grasp of the complexities of the national and global financial situation—and has the best chance of leading us to financial peace of mind and prosperity? Why do I think this?
- Which candidate might be most respected and successful on the world stage, both short-term and long-term? How come?
- How can I close my eyes to both race and gender and truly listen to a candidate's positions, commitments, and character?
- What about this person makes me able to trust him/her to see "the big picture" and to make decisions for the greater good, beyond his/her particular party?
- If this individual becomes President, can I be more confident that my children and grandchildren will grow up in a safer and better country and world? What about him/her makes me feel this way?

The Top Twelve Questions for Success *

These questions can be helpful anywhere in your life, including in considering political decisions. Many thousands of people have found them helpful so I thought you might benefit from using them too.

As a thoughtful citizen, you can modify this list of questions in relation to a current issue, concern, or goal. I use these questions to help me make decisions and have productive conversations. I use them in many different situations, including in meetings with teams, organizations, and communities. These questions are also helpful in all kinds of personal situations, including with families, friends, and colleagues.

In any situation you can ask these questions of yourself and of others. For example, you could ask, "What do **I** want?" as well as "What do **you** want?" and "What do **we** want?"

1. What do I want?
2. What are my choices?
3. What assumptions am I making?
4. What am I responsible for?
5. How else can I think about this?
6. What is the other person thinking, feeling, and wanting?
7. What am I missing or avoiding?
8. What can I learn?
 - From this person or situation?
 - From this mistake or failure?
 - From this success?
9. What questions should I ask myself or anyone else?
10. What action steps make the most sense?
11. How can I turn this into a win-win?

* From Marilee Adams, Ph.D. *Change Your Questions Change Your Life: 7 Powerful Tools for Life and Work*. Berrett-Koehler Publishers. San Francisco. 2004. it's available from www.BKPub.com, www.Amazon.com, and www.InquiryInstitute.com. 800-250-7823.

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, which is committed to restoring civility in public discourse.
- In contrast, the congressional campaign committees, like the national campaign committees, 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, and co-editor of *The Art of Followership: How Great Followers Create Great Leaders and Organizations*, Jossey-Bass, San Francisco. www.courageousfollower.net

How to Have Conversations about Politics That are Thoughtful and Authentic

Jamie Showkeir & Maren Showkeir

- Do you want to have successful, spirited discussions with others about your political views and concerns?
- Are you interested in making 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. And 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? And 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 better build a culture of collaboration and constructive solutions that benefit our communities.

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 dissent 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 taking 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 XYZ and SIX. 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

"You're 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 Conversation*, published by Berrett Koehler, 2008 www.authenticconversations.com

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ThoughtfulCitizens.us

The World Café: for Conversations that Matter



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 everyone already has within him or herself the capacity to effectively address our most important challenges and opportunities.

The World Café Process Overview

In a World Café, four-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. When participants travel, they carry ideas and insights from their previous conversation into the newly formed group. In addition, one “table host” stays at each table to share with new arrivals the key images, insights, and questions that emerged from the earlier dialogue at that table.

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

What Specifically Does the World Café Host Do?

The 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 Cafés is available on our website: <http://www.theworldcafe.com/hosting.htm>

For more information and additional resources on the World Café design principles and the global World Café community, please visit <http://www.theworldcafe.com>

“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 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 on the tablecloths.
- Have fun!

From *The World Café: Shaping Our Futures Through Conversations That Matter*, Berrett-Koehler, 2005. Website: www.theworldcafe.com Email: info@theworldcafe.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: Revolutionize Your Thinking Through Private Writing**, Berrett-Koehler Publishers, San Francisco. 908-735-5997

Turning Conflict Into Collaboration

Stewart Levine, Esq.

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 another participant making their 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" below 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 "late." 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
6. Hold back on Judgments
7. Ask questions

Object / Subject

Martin Buber makes the very important distinction of

“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:

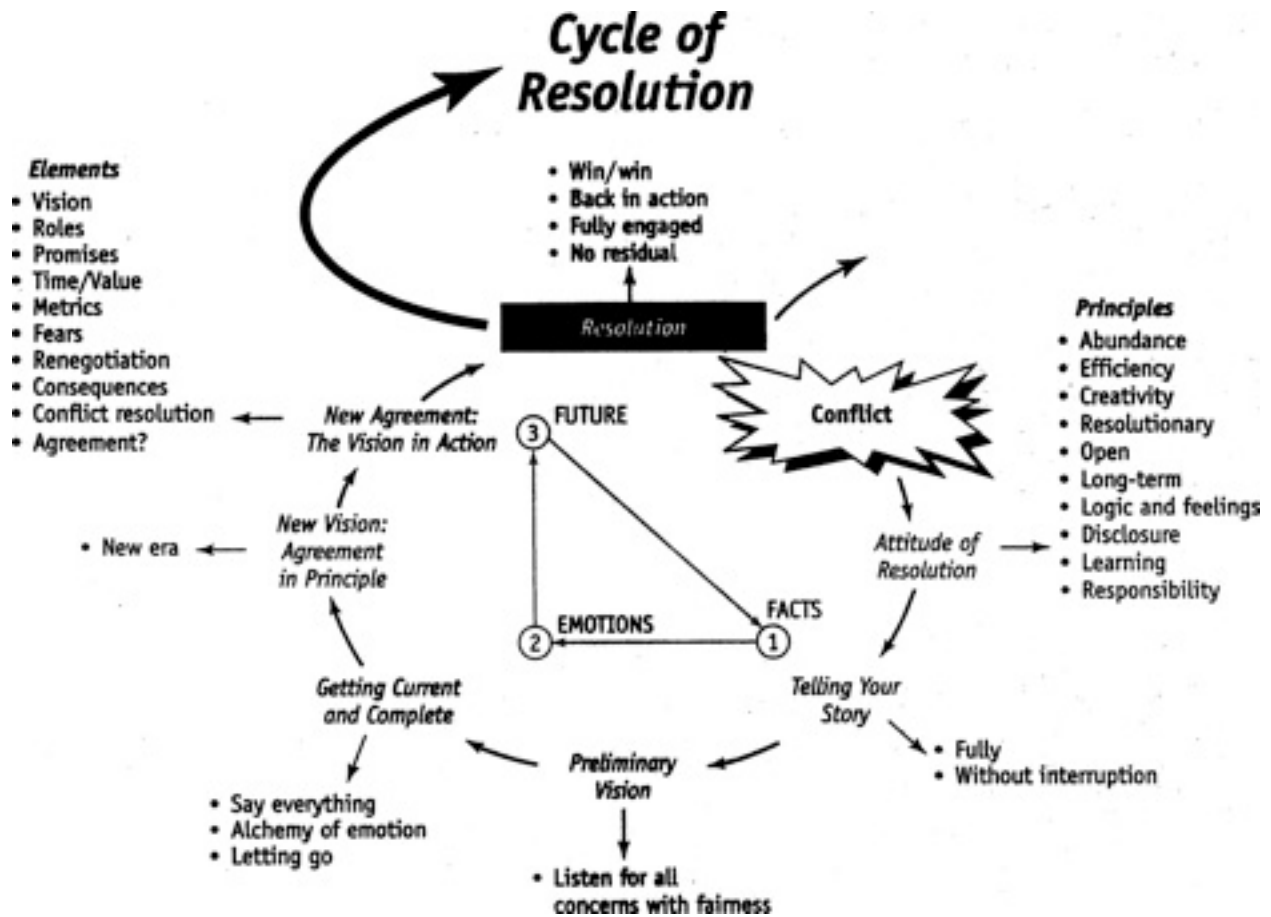
- Visual - Appearance of the Deliverer
- Vocal - Tone or Mood of our Message
- Verbal - Content of the Words

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'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* was named among the 30 Best Business Books of 1998; *The Book of Agreement* was endorsed by many thought leaders; called "more practical" than "Getting to Yes;" and named one of the best books of 2003 by CEO Refresher www.ResolutionWorks.com 510-777-1166 ResolutionWorks@msn.com

Resources for Becoming a More Thoughtful Citizen

This is a short list of non-partisan resources that can aid you in becoming a more thoughtful and well-informed citizen. Add any others that you know.

Websites and groups

Presidency 2008

<http://www.politics1.com/p2008.htm>

This is as close as you'll get to an unbiased collection of primary and secondary source links, basic information, issue exposition, and even a range of representative blogs and opinions. Co-sponsored by C-SPAN.

Real Clear Politics

<http://www.realclearpolitics.com/>

An aggregator of news, opinion, polls, and ads. It is very rare to find political analysis that does not have an opinion so that aggregator that tries to collate a full range of mainstream opinion has a valuable role.

Elections Center 2008 at CNN Politics

<http://www.cnn.com/ELECTION/2008/>

This site has good polls and maps and excellent precis of key issues, though no sites present the issues as richly as the websites of the candidates themselves.

Politifact.org

<http://www.politifact.org/truth-o-meter/>

In order to cope with rampant distortion and outright lies on the campaign trail, every citizen should make use of a fact checker such as this one, co-sponsored by the St. Petersburg Times. Annenberg's www.factcheck.org is as good but not as timely.

League of Women Voters

<http://www.lwv.org/AM/Template.cfm?Section=Home>

The League of Women Voters, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.

Project Vote Smart

<http://www.votesmart.org/index.htm>

Project Vote Smart volunteers spend hours researching the backgrounds and records of thousands of political candidates and elected officials to discover their voting records, campaign contributions, public statements, biographical data (including their work history) and evaluations of them generated by over 100 competing special interest groups.

Some Additional Reading for Thoughtful Citizens

***Community: The Structure of Belonging* by Peter Block**

This is a practical exploration of exact ways real community can emerge from fragmentation: How is community built? How does the transformation occur? What fundamental shifts are involved? Block presents a way of thinking that creates an opening 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**

Daley-Harris shares a unique vision to transform the crisis of political apathy into true participatory democracy. Through stories of personal challenge and the triumph of ordinary people taking extraordinary action, he shares his vision of democracy "as if people mattered."

***Solving Tough Problems* by Adam Kahane**

Both tough and inspiring, the book explores models, technologies, and examples that foster and facilitate "dialogues of the heart." The focus is on the connection between individual learning and institutional change. Also 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 Jamieson and Jackson, both of the University of Pennsylvania's Annenberg Public Policy Center, "spin is a polite word for deception," and deception is everywhere. As a remedy, they offer this media literacy crash course. The authors 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**

This book outlines 6 practical and necessary ways to help us "recapture the American Dream". This includes investing in people and ideas, rewarding hard work, valuing dialogue and debate, and listening to dissenting voices.

***Time to Think* by Nancy Klein**

The author 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".