

CAT RESOURCES: BOOKS

Emergent Strategy by adrienne maree brown

<https://www.akpress.org/emergentstrategy.html>

Inspired by Octavia Butler's explorations of our human relationship to change, Emergent Strategy is radical self-help, society-help, and planet-help designed to shape the futures we want to live.

Start with Why by Simon Sinek

<https://simonsinek.com/books/start-with-why/>

[Video summary](#)

Dancing at the Edge: Competence, Culture, and Organization in the 21st Century by G.H. Leicester and M. O'Hara

<https://www.internationalfuturesforum.com/p/dancing-at-the-edge>

In Dancing at the Edge, Maureen O'Hara and Graham Leicester pick up the thread fifty years on. Drawing on extensive research and their own wide experience, they map the 'powerful times' in which we live, the 21st-century competencies required to thrive in this complexity and how to discover and develop them in practice. They identify:

- Three emergencies: real, conceptual and existential
- Three potential responses: denial, collapse and transformation
- Three literacies: psychological, cultural and epistemic

These literacies – or ways of reading the landscape – open the door to our 21st-century competencies, which are innate, relational, and will develop through practice in a supportive organizational or social setting.

Ten Things to Do in a Conceptual Emergency by G.H. Leicester and M. O'Hara

<https://www.internationalfuturesforum.com/p/ten-things>

Beautifully illustrated, the book outlines ten strategies for operating effectively in a world we no longer understand and cannot control:

- Design for transition to a new world
- Try other worldviews on for size
- Give up on the myth of control
- Re-perceive the present

- Trust subjective experience
- Take the long view
- Take insightful action
- Recognize and support new organizational integrities
- Practice social acupuncture
- Sustain networks of hope

Transformative Innovation: A Guide to Practice and Policy by G.H. Leicester and M. O'Hara

<https://www.internationalfuturesforum.com/p/transformative-innovation-guide-to-practice-and-policy>

This book offers a first stand-alone practical guide to how to realize transformative potential at scale. It offers six elements for policymakers, funders and innovators:

- Knowing: how to expand our sense of what constitutes valid knowledge to become more comfortable with complexity
- Imagining: how to conceive, develop and design transformative initiatives to carry a group's longer term aspirations
- Being: how to organize for action, manage the process, and sustain the people involved over time
- Doing: how to introduce the new in the presence of the old, enroll others and figure out what to do when you don't know what to do
- Enabling: how to construct a policy framework for long term transition and provide smart financing to match
- Supporting: how to develop systems and structures to support a culture of renewal in our public, social and civic systems.

It concludes with an invitation to join a growing community of transformative innovators around the world – a network of hope in powerful times.

Three Horizons: The Patterning of Hope by Bill Sharpe

<https://www.triarchypress.net/three-horizons.html>

The three horizons are about much, much more than simply stretching our thinking to embrace the short, medium and long term. They offer a coordinated way of managing innovation, a way of creating transformational change that has a chance of succeeding, a way of dealing with uncertainty and a way of seeing the future in the present.

Small Arcs by Nora Bateson

<https://www.triarchypress.net/small-arcs.html>

Building on Gregory Bateson's famous book, *Towards an Ecology of Mind*, Nora Bateson here updates our thinking on systems and ecosystems, applying her own insights and those of her team at IBI to organizations, complexity and the way that society organizes itself. The book offers important advice and new thinking on issues like systems thinking, new economic and financial models, future thinking and strategic planning and organizational governance.

Adaptive Action by Glenda H. Eoyang and Royce J. Holladay

<https://www.hsdinstitute.org/resources/adaptive-action.html>

Rooted in the study of chaos and complexity, *Adaptive Action* introduces a simple, common sense process that will guide you and your organization into reflective action. This elegant method prompts readers to engage with three deceptively simple questions: What? So what? Now what? The first leads to careful observation. The second invites you to thoughtfully consider options and implications. The third ignites effective action. Together, these questions and the tools that support them produce a dynamic and creative dance with uncertainty. The road-tested steps of adaptive action can be used to devise solutions and improve performance across multiple challenges, and they have proven to be scalable from individuals to work groups, from organizations to communities.

Simple Habits for Complex Times: Powerful Practices for Leaders by Jennifer Garvey Berger and Keith Johnson

<https://www.amazon.ca/Simple-Habits-Complex-Times-Practices/dp/0804799431>

Rather than offering one-size-fits-all tips and tricks drawn from the realm of business as usual, *Simple Habits for Complex Times* provides three integral practices that enable leaders to navigate the unknown. By taking multiple perspectives, asking different questions, and seeing more of their system, leaders can better understand themselves, their roles, and the world around them. They can become more nimble, respond with agility, and guide their organizations to thrive in an ever-shifting business landscape. The more leaders use these simple habits, the more they enhance their performance and solve increasingly common, sticky business issues with greater acumen.

The Dip by Seth Godin

<https://seths.store/the-dip/>

The Dip: A Little Book That Teaches You When to Quit (and When to Stick)

Managing the Unknowable: Strategic Boundaries Between Order and Chaos in Organizations by Ralph D. Stacey

https://www.amazon.ca/Managing-Unknowable-Strategic-Boundaries-Organizations/dp/B00ZLWAV92/ref=sr_1_1?crd=174NFGDRDM5KKF&keywords=managing+the+unknowable&qid=1676647879&sprefix=managing+the+unknowable%2Caps%2C121&sr=8-1

In *Managing the Unknowable*, Ralph Stacey demonstrates how successful organizations have learned to embrace instability and benefit from its inherent tension and conflict. The book reveals how powerful strategic planning is based on uncovering and directing the complex, often chaotic interactions that take place daily within organizations. He explains how chaos can inspire creativity and describes the vital roles contradiction and conflict play in developing strategy. He offers guidance in building the skills required to handle unknowable futures, including advice on establishing self-organizing teams, and improving group learning skills. Many organizations have achieved prominence following these strategies rather than a controlled plan.

Leading from the Emergent Future: From Ego-System to Eco-System Economies by Otto Scharmer and Katrin Kaufer

<https://www.amazon.ca/Leading-Emerging-Future-Ego-System-Eco-System/dp/1605099260>

We have entered an age of disruption. Financial collapse, climate change, resource depletion, and a growing gap between rich and poor are but a few of the signs. In *Leading from the Emerging Future*, Otto Scharmer and Katrin Kaufer show us how to lead the shift out of an economy designed to collectively create results nobody wants. Meeting the challenges of this century requires updating our economic logic and operating system from an obsolete “ego-system” focused entirely on the well-being of oneself to an eco-system awareness that emphasizes the well-being of the whole. Filled with real-world examples, this thought-provoking guide presents proven practices for building a new economy that is more resilient, intentional, inclusive, and aware.

Presence: An Exploration of Profound Change in People, Organizations, and Society by Peter Senge, Otto Scharmer, Joseph Jaworski, Betty Sue Flowers

https://www.amazon.ca/s/ref=dp_byline_sr_book_1?ie=UTF8&field-author=peter-m-senge-joseph-jaworski-c-otto-scharmer-betty-sue-flowers&text=peter-m-senge-joseph-jaworski-c-otto-scharmer-betty-sue-flowers&sort=relevancerank&search-alias=books-ca

Presence: An Exploration of Profound Change in People, Organizations, and Society explores the nature of transformational change – how it arises and the possibilities it offers a world dangerously out of balance. The book introduces the idea of ‘presence’ – a concept, borrowed

from the natural world, in which the whole is entirely present in any of its parts – to the worlds of business, education and leadership. Too often we are stuck in old patterns of seeing and acting, by encouraging deeper levels of learning, we create an awareness of the larger whole, leading to actions that can help to shape its evolution and our future. The book defines the capabilities that underlie our ability to see, sense, and realize new possibilities – in ourselves, in our organizations, and in society itself.

Survival Is Not Enough: Why Smart Companies Abandon Worry and Embrace Change by Seth Godin

https://www.amazon.ca/dp/0743233387/ref=cbw_us_ca_dp_narx_gl_book

You can't embrace change any faster... can't make time for the synergy training workshop... can't deal with one more change management seminar. So stop changing. Evolve. Evolution can be unleashed in your organization, effortlessly and gradually changing everything in its path. By teaching your company to "zoom" – embrace change without pain – you'll have a company that evolves and ultimately attracts people who drive it to evolve even faster. In up or down markets, for companies in any industry, embrace the organic approach detailed in Survival Is Not Enough and you will always outperform the competition. Here's practical advice on how to make the chaos we all must deal with an asset, not a threat.

The Answer to How is Yes: Acting on What Matters by Peter Block

https://www.amazon.ca/Answer-How-Yes-Acting-Matters-ebook/dp/B00D97FOPW/ref=sr_1_1?crd=31Q5VHTB1VU6X&keywords=the+answer+to+how+is+yes&qid=1676647526&sprefix=%2Caps%2C83&sr=8-1

Peter Block puts the 'how-to' craze in perspective and presents a guide to the difficult and life-granting journey of bringing what we know is of personal value into an indifferent or even hostile corporate and cultural landscape. He raises our awareness of the trade-offs we've made in the name of practicality and expediency, and offers hope for a way of life in which we/re motivated not by what 'works,' but by the things that truly matter – idealism, intimacy, depth and engagement.

Getting to Maybe: How the World is Changed by Frances Westley, Brenda Zimmerman and Michael Quinn Patton

https://www.amazon.ca/Getting-Maybe-How-World-Changed-ebook/dp/B000UZNRYO/ref=sr_1_1?crd=39U3JUNL0308E&keywords=getting+to+maybe&qid=1676647627&sprefix=getting+to+maybe%2Caps%2C106&sr=8-1

Getting to Maybe applies the insights of complexity theory and harvests the experiences of a wide range of people and organizations to lay out a brand-new way of thinking about making change in communities, in organizations, and in the world.

a simpler way by Margaret J. Wheatley and Myron Kellner-Rogers

https://www.amazon.ca/Simpler-Way-Margaret-J-Wheatley/dp/1576750507/ref=sr_1_1?crd=2GSPK3BKGKAPH&keywords=a+simpler+way&qid=1676647689&sprefix=a+simpler+way%2Caps%2C114&sr=8-1

a simpler way explores a different way of thinking about life and about how organizing might occur. It answers the question: How could we organize human endeavour if we developed different understandings of how life organizes itself? It looks at the deeper elemental forms that make up our organizations. It is about the simplicity that enables vitality and creativity amidst complexity.

Images of Organization by Gareth Morgan

An original and classic work about organizational theory. It incorporates many of the recent themes in cognitive approaches, chaos theory, self-organizing systems, and metaphor analysis. It has a provocative framework that helps us understand the paradoxes and shifting visions of organizational existence.

Strategic Thinking and the New Science: Planning in the Midst of Chaos, Complexity, and Change by Irene T. Sanders

https://www.amazon.ca/Strategic-Thinking-New-Science-Complexity/dp/145162428X/ref=sr_1_1?crd=T2VSILCG9NHP&keywords=strategic+thinking+and+the+new+science&qid=1676647764&sprefix=strategic+thinking+and+the+new+science%2Caps%2C100&sr=8-1

Irene Sanders has pioneered the application of chaos theory and complexity to strategic thinking – an essential skill in a rapidly changing environment. By engaging the mind's eye through the use of visual thinking, Sanders shows you how to develop insight about the present and foresight about the future, allowing you to see and influence the future as it is emerging.

Dialogue and the Art of Thinking Together by William Isaacs

https://www.amazon.ca/Dialogue-Thinking-Together-William-Isaacs/dp/0385479999/ref=tmm_hrd_swatch_0?encoding=UTF8&qid=1676647952&sr=8-1

An engaging book, based on ten years of research with organizations, managers and community leaders, William Isaacs – founder of the Dialogue Project at MIT – shows how problems between all levels of people in organizations stem from an inability to conduct a successful dialogue. He demonstrates that dialogue is more than just the exchange of words, but rather the embrace of different points of view – literally the art of thinking together.

Conversations Worth Having: Using Appreciative Inquiry to Fuel Productive and Meaningful Engagement by Jackie Stavros and Cheri Torres

https://www.amazon.ca/Conversations-Worth-Having-Second-Appreciative/dp/1523000104/ref=tmm_pap_swatch_0?encoding=UTF8&qid=1676648030&sr=8-1

The book shows how to make conversations generative and productive rather than critical and destructive so people, organizations, and communities flourish. The book teaches you how to use the practices and principles of Appreciative Inquiry to strengthen relationships, build effective teams, and generate possibilities for a future that works for everyone.

How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation by Robert Kegan and Lisa Laskow Lahey

https://www.amazon.ca/How-Talk-Change-Work-Transformation-ebook/dp/B003AU4DX2/ref=sr_1_1?crid=1Z5IEKHU7T0EV&keywords=how+the+way+we+talk+can+change+the+way+we+work&qid=1676648105&sprefix=how+the+way+w%2Caps%2C101&sr=8-1

This book provides you with the tools to create a powerful, new, mental technology that allows you to: diagnose your own immunity to change; unleash the boundless energy currently trapped in this immune system; maintain and upgrade this mental technology for lasting change. The building blocks for this new technology are seven transformational languages, each permitting new kinds of thinking, feeling, and experiencing to allow us to transform ourselves and our organizations.

Holding the Calm: The Secret to Resolving Conflict and Defusing Tension by Hesha Abrams

https://www.amazon.ca/Holding-Calm-Resolving-Conflict-Defusing/dp/1523001933/ref=tmm_pap_swatch_0?encoding=UTF8&qid=1676648168&sr=8-1

Holding the Calm is a practical and immediately useful guide that meticulously lays out twenty concrete, easy-to-use tools for defusing tension, settling cases, resolving disputes, and rechanneling arguments.

Holding Change: The Way of Emergent Strategy Facilitation and Mediation by adrienne maree brown

https://www.amazon.ca/Holding-Change-Emergent-Facilitation-Mediation/dp/1849354189/ref=sr_1_1?crid=H5OSONKPXZSJ&keywords=holding+change+maree+brown&qid=1676648266&srefix=Holding+change%2Caps%2C93&sr=8-1

Facilitation and mediation are important skills in our highly organized world. Holding Change is a guide for attending to both in ways that align with nature, with pleasure, with our best imaginings of our future. adrienne maree brown's practice can serve anyone working to create change, individually, interpersonally, and withing our organizations.

Coaching A-Z: The Extraordinary Use of Ordinary Words by Haesun Moon

https://www.amazon.ca/Coaching-Practical-Guide-Effective-Conversations/dp/1774580462/ref=tmm_pap_swatch_0?encoding=UTF8&qid=1676648333&sr=8-1

In this practical, accessible guide to having more powerful conversations, leading evidence-based coaching expert Haesun Moon offers a set of powerful words or phrases to help you move others toward greater purpose and accomplishment.

Coaching Plain & Simple: Solution-focused Brief Coaching Essentials by Peter Szabó and Daniel Meier

https://www.amazon.ca/Coaching-Plain-Simple-Solution-Essentials/dp/0393705935/ref=sr_1_1?crid=1ZOS01BXTFNEH&keywords=Coaching+plain+and+simple&qid=1676648446&srefix=coaching+plain+and+simple%2Caps%2C100&sr=8-1

This is a book about the essential success factors of being brief and effective as a coach. Based on solution-focused techniques that focus on 'what might work' rather than 'what caused the problem'. By concentrating on building solutions, rather than analyzing problems, people make dramatic progress in very little time and maximizes the effectiveness of coaching conversations.

A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas by Warren Berger

https://www.amazon.ca/More-Beautiful-Question-Inquiry-Breakthrough/dp/1620401452/ref=tmm_hrd_swatch_0?_encoding=UTF8&qid=1676648502&sr=8-1

A More Beautiful Question explores the surprising power of questioning, and innovation expert Warren Berger reveals that successful organizations are fueled by the ability to ask fundamental, game-changing questions.

Bravespace Workplace: Making your Company Fit for Human Life by Moe Carrick

https://www.amazon.ca/Bravespace-Workplace-Making-Company-Human/dp/1938548434/ref=tmm_pap_swatch_0?_encoding=UTF8&qid=1676648573&sr=8-1

Bravespace Workplace shows us the truth of what it takes to make organizations bring out the absolute best in human beings, despite our messy, imperfect, needy, demanding, and complex habits, needs and issues. The book offers a clearly imagined future for organizations in which the people who work there grow, connect and thrive.

Doughnut Economics by Kate Raworth

<https://doughnuteconomics.org/tools/18>

Be More Pirate or How to Take on the World and Win by Sam Conniff Allende

https://www.amazon.ca/Be-More-Pirate-Take-World/dp/1982109610/ref=tmm_pap_swatch_0?_encoding=UTF8&qid=1676649385&sr=8-1

Be More Pirate is a dynamic framework for taking charge of the change that is coming. It's an optimistic, practical, and purposeful rallying cry for a different way of organizing ourselves. Provides a model for how to break the system and create radical change.