

WINTER 2000

# THE TAOS INSTITUTE NEWS

Dedicated to the creative development of social constructionist practices.

## Conference Announcement

**CONFLICT AND  
TRANSFORMATION**  
*Constructionist Resources for  
Viable Families,  
Communities and Societies*

**March 9-11 Mexico City**

The Taos Institute in conjunction with the Instituto Mexicano de Terapias Breves invite participation by therapists, educators, organizational consultants, scholars and others who share the desire to be effective in transforming conflict into creative growth. Among the Taos Institute contributors will be Harlene Anderson, Ken and Mary Gergen, and Sheila McNamee. Topics include:

- Social Construction and the Challenge of Conflict
- The Relational Construction of Conflict in the Context of Post-modern Therapy
- Relational Responsibility: Resources for Sustainable Dialogue
- Transformative Dialogue
- The Power of Appreciation

(in English with Spanish translation.)

Contact: [terapiabreve@laneta.apc.org](mailto:terapiabreve@laneta.apc.org)  
Phone: 5-272-6836 or fax 5-681-8394

We enter the new century with enthusiastic anticipation - bolstered by the creative companionship so evident in the conferences, workshops, collaborative practices, and personal exchanges of this past year. If the future depends importantly on the ways in which we generate meaning together, there is much about which we can be joyful. During this year the dialogues have cut across established boundaries bringing together folks from organizational development, therapy, education, counseling, mediation, religion, the scholarly world, and more. Lively discussions and practice oriented presentations have ranged over issues such as appreciative practice, collaborative meaning making, transformative dialogue, relational leadership, the spiritual dimension of social construction, relational responsibility, the significance of narrative, and so much more. New networks have sprung forward, new friendships, and new collaborations. Yes, a sense of celebration is in the air. And it is in this spirit that we hope you will approach the rich program of events outlined in the present Newsletter. The program is offered in hopes of further expanding opportunities for generative dialogue, of pressing forward together with new ideas and practices. However, these offerings should be regarded as but an invitation. The future vitally depends on the collaborative process. Your suggestions, opinions, visions, contributions and participation are essential.

We look forward.....

Ken Gergen, for the Taos Institute

### **Taos Institute Officially Granted Non-Profit Status by the IRS**

The Taos Institute is very pleased to announce that the Institute has been granted a non-profit tax status by the IRS. Given the mission of the Institute, this goal has long been sought, but there have been several legal issues to settle in order to meet IRS approval. Our lawyer, Michael Martin of Houston, Texas, and Treasurer Mary Gergen, of the Taos Institute, worked diligently to satisfy these requirements. A special thanks to Michael, who worked pro bono for the institute.

Our New ID# for those who wish to include us among their charitable deductions for 2000 and beyond is

# 31397.



## Taos Institute Workshop Series - 2000

For descriptions of the following workshops see page 3 of this newsletter  
or call the Taos Institute.

Date	Workshop Title	Location	Presenters	Contact Information
March 5-10	Appreciative Inquiry for Practitioners	Washington, DC	Jane Watkins and Bernard Mohr	Ralph Kelly - 1-202-484-0818
March 13	Executive Briefing on Appreciative Inquiry	Denver, CO	Diana Whitney and Amanda Trosten-Bloom	Amanda - 1-303-279-2240
March 15-18	Appreciative Life	Taos, NM	Diana Whitney	Lori Clinchard-Sepeda 1-505-751-1232
April 2-6	Appreciative Inquiry for Complex Systems	Washington, DC	Jane Watkins and Bernard Mohr	Ralph Kelly - 1-202-484-0818
May 7 - 11	Appreciative Inquiry: A Constructive Process for Organization and Community Transformation	Taos, NM	David Cooperrider and Diana Whitney	Lori Clinchard-Sepeda 1-505-751-1232
May 11 - 12	Appreciative Inquiry Summit	Taos, NM	David Cooperrider and Diana Whitney	Lori Clinchard-Sepeda 1-505-751-1232
May 11-14	Relationships: An Appreciative Journey for Couples	Maryland	Jane Watkins and Ralph Kelly	Ralph Kelly - 1-202-484-0818
May 22-25	Appreciative Inquiry: A Constructive Process for Organization and Community Transformation	Italy	David Cooperrider and Diana Whitney	y.bonner@re.nettuno.it or see <a href="http://www.ausl.re.it/ausl/Metting/ai/a_inq.htm">www.ausl.re.it/ausl/Metting/ai/a_inq.htm</a>
May 25 -26	Appreciative Inquiry Summit	Italy	David Cooperrider and Diana Whitney	same
July 23 - 28	Appreciative Inquiry for Practitioners	Washington, DC	Jane Watkins and Bernard Mohr	Ralph Kelly - 1-202-484-0818
September 20-23	Appreciative Life	Taos, NM	Diana Whitney	Lori Clinchard-Sepeda 1-505-751-1232
October 5 - 8	Relationships: An Appreciative Journey for Couples	Maryland	Jane Watkins and Ralph Kelly	Ralph Kelly - 1-202-484-0818
Oct. 22 - 27	Appreciative Inquiry for Practitioners	Washington, DC	Jane Watkins and Bernard Mohr	Ralph Kelly - 1-202-484-0818
Nov. 5-9	Appreciative Inquiry for Complex Systems	Washington, DC	Jane Watkins and Bernard Mohr	Ralph Kelly - 1-202-484-0818
Nov. 6 - 10	Appreciative Inquiry: A Constructive Process for Organization and Community Transformation	Taos, NM	Diana Whitney and Associates	Lori Clinchard-Sepeda 1-505-751-1232



## Taos Institute Workshop Series-2000

The following workshops are being offered several times throughout the year. For the dates and locations of each workshop see the previous page of this newsletter. For registration information contact the Taos Institute administrative center. See bottom of page for contact information.

### Appreciative Inquiry: A Constructive Process for Organization and Community Transformation

Presented by David Cooperrider and Diana Whitney (May)

Participants - consultants and leaders of change - are guided through an exploration of the theories, principles and practices of Appreciative Inquiry. The workshop is a hands-on experience of Appreciative Inquiry. It prepares the participants to guide clients and groups in creating interview protocols, conducting interviews, working with appreciative data and stories, and crafting provocative propositions and organization design principles. It provides an understanding of the difference between Appreciative Inquiry and deficit based approaches to change, and a direct experience with the power of positive change methodologies.

### The Appreciative Inquiry Summit

Presented by David Cooperrider and Diana Whitney (May)

This workshop is an introduction to large scale meetings for positive change. Participants will be introduced to the principles and designs for an Appreciative Inquiry Summit. A summit method is a large-group (100-2000 people) application of AI principles and theory. The workshop will show how to use the summit method for strategic planning, culture change, customer service, introducing new technology, diversity and partnership, alliances and mergers. The presenters will share stories and videos from large group summits in corporations and global organizations. Participants will have an opportunity to design a summit based on the AI 4-D model. Prior attendance at the Appreciative Inquiry workshop is recommended.

### Appreciative Inquiry for Practitioners- Theory, Practice and Application

Presented by Jane Watkins and Bernard Mohr

This workshop is designed for managers, human resource professionals, and organization and community facilitators. Participants will learn how to engage organizations in the discovery and enhancement of factors that most dramatically support the organization's success. They will develop their ability to apply Appreciative Inquiry framework to a variety of OD interventions such as Strategic Planning, Restructuring, Team Building, Evaluation and Diversity. Participants will become familiar with the multidisciplinary research base and the meta-theory of social constructionism that underlie Appreciative Inquiry. Participants will learn how to introduce this strikingly different approach in ways congruent with the AI philosophy.

### Appreciative Inquiry in Complex Systems

Presented by Jane Watkins and Bernard Mohr

This workshop is offered to consultants, managers, internal staff resources and others who have some experience with the use of AI in client systems and who have completed a minimum of five days of professional development in AI. Workshop staff will use a combination of case histories, dialogues, and theory presentations to explore the use of AI philosophy and practices to applications such as mergers, evaluations, organization redesign, diversity, customer service, strategic planning and others. This workshop will focus on applying the learnings to the specific cases and questions of the participants. A key element of this workshop is the opportunity for participants to provide and receive consultation on each other's cases in progress.

### The Appreciative Life

Presented by Diana Whitney

Who are you when you are at your best? Who are you when you are most committed, most alive and most engaged? What is your positive core—the life-giving center from which your best thinking and contributions emerge? What are your most courageous dreams? Imagine a study of your life and the relationships that give you meaning. Participants will learn an Appreciative Inquiry process for self-awareness, generativity, and character development. They will share their life stories with one another and together renew and weave a fabric of their futures.

### Relationships- An Appreciative Journey for Couples

Presented by Jane Watkins and Ralph Kelly

This is an opportunity for couples (two people in a significant and committed relationship with each other) to experience a guided Appreciative Inquiry process focused on their own relationship. The journey will be rich with opportunities to experience the delight of creating a more appreciative, life-giving, and joyful relationship. Couples will spend time working with each other and time sharing with the whole group. A journal is provided for each of the participants along with other materials for the journey.

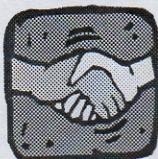


## A Warm Welcome to Our New Associates

We are pleased to announce the addition of eight new Associates. Taos Institute Associates are selected on the basis of previous participation in Taos sponsored events; knowledge of and/or practical skills in constructionist endeavors; and facility for creating and/or joining in future Taos initiatives. Proposals are invited. The slate of new Associates in 1999 includes:

### **Bliss Browne**

Imagine Chicago  
35 E. Wacker Drive Suite 1522  
Chicago, IL 60601



### **James Day**

Faculty of Psychology and Educational Sciences,  
Laboratory of Human Development and Learning,  
Research Center for the Psychology of Religion,  
Universite Catholique de Louvain  
10 Place Cardinal Mercier  
1348 Louvain-la-Neuve, Belgium

### **Allan Holmgren, Director**

DISPUK  
Stationsved 13  
Snekkersten 3070  
Denmark

### **Mary Blanca Moctezuma**

Guadalupe 112  
Lomas de Laan Angel Inn  
Mexico D.f. 01790 Mexico

### **Barnett Pearce**

Human and Organizational Development  
Program Fielding Institute  
Also, Pearce Associates  
807 Wharfside Rd.  
San Mateo, CA 94404

### **Anne Radford**

OD Consultant  
303 Bankside Lofts,  
65 Hopton Street  
London SE19JL UK

Visit Anne's website at  
[www.aradford.co.uk](http://www.aradford.co.uk).  
Anne also edits the AI  
email newsletter. See her  
website to subscribe.

### **Sallyann Roth**

Public Conversations Project  
46 Kondazian Street  
Watertown, MA 02172

### **Tojo Thatchenkery**

George Mason University  
Program on Social and Organizational Learning  
4084 University Drive #206  
Fairfax, VA 22030

See our website for the complete list of associates.

## **The Surprise of Friendship**

In the early 1990's, during a visit to Jerusalem, His Holiness, the 14th Dalai Lama proposed, "If the leadership of the world's religions could simply get to know one another, the world would be a better place." Through the leadership of the Dalai Lama together with Richard Blum, a business executive from San Francisco, and Bishop William Swing, leader of the United Religions Initiative, the newly formed group, now called the Inter-religious Friendship Group (IFG) has met three times over the past two years. The Taos Institute's David Cooperrider was asked to design and facilitate each of the gatherings. The purpose of the group has become more than just "getting to know one another". Ending violence in the name of God and promoting a positive vision of society where war has no place are lofty goals. "This coming together of the very best people in the field of conflict-resolution with leaders of the world's religions promises to be of foremost significance for the future of humanity", said Professor David Cooperrider of Case Western Reserve University.

Two powerful forces for peace - The Carter Center and the Inter-religious Friendship group - bonded together for two days in October 1999 in Atlanta, Georgia. President Jimmy Carter ended the meeting with a galvanizing call for religious leaders, across all faiths, to move beyond dialogue to joint action.

"I wish every young person alive could have been in that room with leaders from Islamic, Buddhist, Christian, Jewish, Hindu, Indigenous spiritual traditions, and others in an inter-religious bringing down of the Berlin Wall", David Cooperrider said of the meeting at the Carter Center. The next meeting is being planned for next Fall in India.



## FALL 1999 CONFERENCE IN NEW HAMPSHIRE

The **Social Construction and Relational Practices** conference, organized by Sheila McNamee and co-sponsored by the Taos Institute and the University of New Hampshire, was held on the wooded campus of the University in September. The 170 participants from 13 nations braved Hurricane Floyd to join in the event. The conference brought together a rich mix of disciplines and practice domains including therapy, social work, organizational change, health, appreciative inquiry, narrative scholarship, the news media, and performance. Featured speakers included Sallyann Roth, James and Melissa Griffith, Ken Gergen, and John Shotter. The flood of positive comments sent to us by participants was deeply gratifying, and it is clear that the event succeeded in expanding and enriching dialogue, opening up new inroads to practice, and generating significant hope for transforming social and professional life.

### Important Administrative Changes to the Taos Institute

Three significant changes have been made in the administrative structure of the Taos Institute. First, we are pleased to announce that *Carleton Dallery*, PhD., MSW, has joined us as the first Director of Development. If you have ideas for possible expansion and development of the Institute's activities, please contact Carleton at [cdallery@earthlink.net](mailto:cdallery@earthlink.net).

A Board of Advisors has now been added to the Institute. We are pleased to announce the generous assistance of:  
*Robert Cottor*, MD, Family Business Roundtable  
*Michael Martin*, Esq., Houston, Texas  
*Suresh Srivastva*, PhD., Case Western Reserve University.

Finally, the Taos Institute activities are no longer organized by the original founders, but by a Board of Directors. At the present time this board is composed of:

*Harlene Anderson*  
*David Cooperrider*  
*Ken and Mary Gergen*  
*Sheila McNamee*  
*Diana Whitney*

### THE TAOS INSTITUTE MAILING LIST

We are updating our mailing list and need your help. If you are receiving duplicate copies of this newsletter please let us know. If your address or name is incorrect or has changed, please let us know. If you would like to be taken off of the mailing list or if you know of someone who would like to be added to our list, please let us know.

Thank You, *Dawn Dole*

### ◇ SEVENTH INTERNATIONAL CONFERENCE ON MULTI-ORGANIZATIONAL PARTNERSHIPS AND COOPERATIVE STRATEGY

LEUVEN, **CALL FOR PAPERS**  
BELGIUM  
6-8 July 2000

COPP: Center for Organizational and Personnel  
Psychology - CATHOLIC UNIVERSITY OF LEUVEN

### ◇ For information on this conference and the "call for papers", write to or call:

E-mail: [Tharsi.Taillieu@psy.kuleuven.ac.be](mailto:Tharsi.Taillieu@psy.kuleuven.ac.be) or

[Rene.Bouwen@psy.kuleuven.ac.be](mailto:Rene.Bouwen@psy.kuleuven.ac.be)

Phone +32-16-326006

Fax +32-16-326055

information on COPP and the conference can be found at  
website: [www.psy.kuleuven.ac.be/icmpcs](http://www.psy.kuleuven.ac.be/icmpcs)



June 18-23, 2000  
International Summer Institute  
Merida, Mexico

You are invited to spend an exciting week experiencing postmodern philosophies and practices in the Land of the Mayans with Taos founding member Harlene Anderson and colleagues from Grupo Campos Eliseos. The Institute will be an interactive and experiential collaborative learning community where participants will be immersed in exploring and extending the implications of postmodernism to a multitude of professional practices.

Contact Harlene Anderson at [hgi@neosoft.com](mailto:hgi@neosoft.com) or call 713-526-8390.



## REWARDING WEB CONNECTIONS

Check out Lois Shawver's dynamic website called PMTHNEWS (Postmodern Therapy News). Lois has created a wealth of resources and interesting conversations on her site. It grows out of a list serve she manages called Postmodern Therapy list.. From her site you can link to many of the authors whose work you read. Her site is a labor of love...she is devoted to it and the site never remains static. We encourage you all to check it out at [www.california.com/~rathbone/pmth.htm](http://www.california.com/~rathbone/pmth.htm) (Also check out the review of the Taos Institute Fall 1999 Conference with University of New Hampshire in the site's archives issue date September 23, 1999!)

Resources for *reconstructing the aging process* in a more appreciative way may be found on a new website created by Mary and Ken Gergen. See: [www.healthandage.com/positivelifestyles/gergen/index.htm](http://www.healthandage.com/positivelifestyles/gergen/index.htm). If you have materials you would like to add to this repository please contact Mary Gergen at [gv4@psu.edu](mailto:gv4@psu.edu).

Another wonderful site to visit is thePublic Dialogue Consortium's site at :  
<http://www.publicdialogue.org>

Check out the website:  
[www.publicconversations.org](http://www.publicconversations.org)  
of the Public Conversations Project.

October 12-14, 2000  
Galveston Symposium 2000.  
**Appreciating Differences:  
Postmodern, Social Construction and Social  
Poetic Approaches to Therapy.**

Location: Rauisch-Holzhausen Castle  
(near Marburg, Germany)

Join Taos founding member Harlene Anderson and colleagues from around the world at the castle in their symposium setting: conversations around food and drinks and walks in the park. For information contact Harlene Anderson at [hgi@neosoft.com](mailto:hgi@neosoft.com)

Also, Harlene Anderson is now arranging weeklong intensives for those interested in studying with her. Contact Harlene at [Harlene@compuserve.com](mailto:Harlene@compuserve.com).

To join the Appreciative Inquiry listserve  
visit their website at :

<http://lists.business.utah.edu/mailman/listinfo/ailist>

## **New Video Tape Series**

Through the efforts of Jen Andrews and Dave Clark, Master's Work Video Productions has created a new series of videos featuring various participants in the Taos Family. The series now includes among other titles:

Ken Gergen:  
Foundational Conversation  
Social Construction of the Self

Harlene Anderson:  
Clinical Conversations

Mary Gergen:  
Generating Research  
The Social Construction of Feminist Ideas

Sheila McNamee:  
Social Construction in Action  
Further Ideas About Postmodern Research

David Cooperrider:  
Reflections on Appreciative Inquiry

Bliss Browne:  
Reflections on Imagine Chicago

Diana Whitney:  
The Social Construction of Spirituality

James Day:  
The Social Construction of Morality

These are obtainable individually or in a series for a considerable discount. Purchase Orders from Universities will be accepted. See the website: [www.masterswork.com](http://www.masterswork.com) to order and for a full list of videos available.





## RECENT PUBLICATIONS FROM THE TAOS FAMILY

Anderson, H. & Burney, J. P. (1999) Collaborative inquiry: a postmodern approach to organizational consultation. In *Changing Organizations: Clinicians as Agents of Change*. A. Cooklin (Ed.). Karnac Books: London.

Anderson, H. (1999) Reimagining family therapy: reflections on minuchin's invisible family. *Journal of Marital and Family Therapy*. 25(1):pages 1-8.

Anderson, H. (in press) Reflections on and the appeals and challenges of postmodern psychologies and societal practices. In L. Holzman & J. Morss (Eds.). *Postmodern Psychologies and Societal Practices*. Routledge: New York.

Bouwen, R. & Steyaert, C. (1999) From a dominant voice to multi-voiced cooperation. Mediating metaphors for global change. In: Cooperrider, D. & Dutton, J. (Eds) *Organizational Dimensions of Global Change. No limits to cooperation*. London, Sage Publications, p.291-319.

Cooperrider, D., Sorensen, P., Whitney, D. & Yeager, T. (Eds.), (1999) *Appreciative Inquiry: Rethinking Human Organization Toward a Positive Theory of Change*. Stipes Publishing.

Cooperrider, D. & Srivastva, S. (Revised Edition 1999) *Appreciative Management and Leadership: The Power of Positive Thought and Action in Organization*. Cleveland, Williams Custom Printing.

Cooperrider, D. & Whitney, D., (1999) *Appreciative Inquiry*. Edited by Peggy Holman and Tom Devane. Part of the Collaborating for Change series published by Berrett-Koehler Communications, Inc. Call to order: 1-800-929-2929.

Cooperrider, D. and Dutton, J. (1999) *Organizational Dimensions of Global Change: No Limits to Cooperation*. Sage Publications, Thousand Oaks, CA. To order: email - [order@sagepub.com](mailto:order@sagepub.com).

Gergen, K., (1999) Global organization and the potential for ethical inspiration. In: Cooperrider, D. & Dutton, J. (Eds) *Organizational Dimensions of Global Change. No limits to Cooperation*. London, Sage Publications, p.255-269.

Gergen, K. (2000) The self: transfiguration by technology. In Fee, D. (Ed.) *Pathology and the Postmodern*. London: Sage.

Gergen, K. (2000) Ghost in the therapy machine: An interview with Kenneth Gergen. *New Therapist*. Jan/Feb issue. pages 22-23.

Gergen, K. (1999) *An Invitation to Social Construction*. London: Sage Publications.

Gergen, K. and McNamee, S. (2000) From disordering discourse to transformative dialogue. In Neimeyer, B. & Raskin, J. (Eds.) *The Construction of Disorder*. Washington, American Psychological Association Press.

Gergen, M., Chrisler, J., and LoCicero, A. (1999) Innovative methods: Resources for research, teaching and publishing. *Psychology of Women Quarterly*. 23, pages. 431-456.

Gergen, M. (in press) *Impious Improvisations. Feminist Reconstruction in Psychology*. Thousand Oaks, CA: Sage.

Gergen, M and Gergen, K.J. (in press) Qualitative inquiry: tensions and transformations. In N. Denzin and Y. Lincoln (Eds.) *Handbook of Qualitative Methods*. (2nd. ed.) Thousand Oaks, CA: Sage.

Murrell, K. (Winter) New century organization development: The five core components of spirit, community, work, wisdom and transformation. *Organization Development Journal*, Vol. 17 No. 4, . pages 49-60. Within special issue "Emerging Issues in Organization Development".

Murrell, K. (Fall 1999) International and intellectual roots of appreciative inquiry. *Organization Development Journal*, Vol. 17, No. 3, pages 49-61.

Whitney, D. & Trosten-Bloom, A. (1999) Appreciative inquiry: The path to positive change. In Key, M.K., *Managing Change in Healthcare*. New York, NY: McGraw-Hill Healthcare Education Group.