

Experiential Learning Activities: Consulting and Facilitating

Consulting: Awareness

Tug O' War: A Force-Field Psychodrama	1
<i>Gerhard Friedrich</i>	
Organizational Structures: Communication Patterns	6
<i>Tom Irwin</i>	
Organizational Blasphemies: Clarifying Values	9
<i>Tony McNulty</i>	
Strategies of Changing: A Multiple Role Play.....	13
<i>David Marion and Ann Edelman</i>	
Coloring Book: An Organization Experiment	19
<i>Michael J. Miller</i>	
Dos and Don'ts: Developing Guidelines for Change	24
<i>Homer H. Johnson</i>	
Marbles: A Community Experiment.....	27
<i>Editors</i>	
Matrix: Balancing Organizational Needs.....	37
<i>James P. Lewis</i>	
The Hundredth Monkey: Shared Mind-Sets	46
<i>Marian K. Prokop</i>	
The People of Trion: Exploring Organizational Values	56
<i>B.J. Allen, Jr.</i>	
MANDOERS: Organizational Clarification.....	65
<i>Thomas H. Patten, Jr.</i>	
The Shoe-Distribution Company: Exploring the Impact of Organizational Roles.....	72
<i>Marc A. Silverman</i>	
Prairie General Hospital: Parallel Learning Structures.....	79
<i>Abraham B. Shani and Daniel M. Wise</i>	
Hats "R" Us: Learning About Organizational Cultures.....	97
<i>Catherine J. Nagy</i>	
Exploring Our Cultural History: Building Organizational Awareness.....	114
<i>Chuck Kormanski</i>	
Straws and Pins: Building and Changing Systems	117
<i>Patricia Newmann</i>	

By the Numbers: Understanding Organizational Decision Making	121
<i>W. Norman Gustafson</i>	
Focus Group: Learning Data-Gathering Skills	137
<i>Chuck Kormanski</i>	

Consulting: Diagnosis/Skills

The Client-Consultant Questionnaire: Checking for Client Involvement in OD.....	142
<i>Arlette C. Ballew</i>	
Client Concerns: Developing Appropriate Trainer Responses.....	150
<i>Editors</i>	
Consulting Trios: Self-Assessment.....	154
<i>Anthony G. Banet, Jr.</i>	
Inquiries: Observing and Building Hypotheses	164
<i>Steven E. Aufrecht</i>	
Working at Our Company: Clarifying Organizational Values	174
<i>Leonard D. Goodstein</i>	
Metaphors: Characterizing the Organization	181
<i>J. William Pfeiffer</i>	
City of Buffington: Developing Consultation Skills	188
<i>Willa M. Bruce</i>	
Help Wanted: Collaborative Problem Solving for Consultants.....	206
<i>Carol Nolde</i>	
Roxboro Electric Company: An OD Role Play	215
<i>Harvey Thomson</i>	
Tri-State: A Multiple Role Play	225
<i>Hank Karp</i>	
International Equity Claims Department: Designing Work.....	233
<i>Homer H. Johnson and Karen S. Tschanz</i>	
Willington: An Intervention-Skills Role Play	239
<i>W. Alan Randolph, John C. Ferrie, and David D. Palmer</i>	
Elm Street Community Church: Third-Party Consultation	249
<i>Charles E. List</i>	
HELPCO: An OD Role Play.....	263
<i>Neil E. Rand</i>	
Disability Awareness: Providing Equal Opportunities in the Training Environment.....	272
<i>Robert William (Bob) Lucas</i>	
Operational Definitions: Studying Productivity	280
<i>Elizabeth A. Smith</i>	

Wooden Towers: Using Organizational Reengineering	286
<i>Gaylord Reagan</i>	
Walking the Talk: Identifying and Eliminating Organizational Inconsistencies	305
<i>Peter R. Garber</i>	
The MPM Scale: Identifying Beliefs About the Study of Organizations	316
<i>Ernest M. Schuttenberg</i>	
Eight Training Competencies: Enhancing Trainer Skills	326
<i>Bonnie Jameson</i>	
U.S. National Healthcare Commission: Practicing Consulting Skills	346
<i>Thomas H. Patten, Jr., and Herman W. Dorsett</i>	
Seaside Towers: Designing One-to-One Training	353
<i>Lisa Mayocchi, Sharon Harvey, and Ian Croft</i>	

Facilitating: Opening

Getting Acquainted: A Potpourri	361
<i>Editors</i>	
Energizers: Group Starters	362
<i>Editors</i>	
“Cold” Introductions: Getting Acquainted	364
<i>Editors</i>	
News Bulletin: Focusing the Group.....	366
<i>Fred E. Woodall</i>	
Group Conversation: Discussion Starters	368
<i>Dave Castle</i>	
Listening and Inferring: A Getting-Acquainted Activity.....	371
<i>Editors</i>	
Name Tags: An Icebreaker	373
<i>Don Martin and Cynthia Cherrey</i>	
Tea Party: An Icebreaker Activity	375
<i>Don Keyworth</i>	
Alliterative Names: A Getting-Acquainted Activity	381
<i>Unknown</i>	
Autographs: An Icebreaker Activity.....	383
<i>John E. Jones</i>	
Birth Signs: An Icebreaker Activity.....	386
<i>John E. Jones</i>	
Humdinger: A Getting-Acquainted Activity	388
<i>A. Donald Duncan</i>	

Jigsaw: Forming Groups	390
<i>Editors</i>	
Limericks: Getting Acquainted.....	392
<i>Elizabeth Racicot</i>	
Two-Four-Eight: Building Teams.....	395
<i>Editors</i>	
Best Friend: A Getting-Acquainted Activity	397
<i>Donald L. Garris</i>	
Color Me: Getting Acquainted.....	400
<i>Jacque Chapman</i>	
Group Savings Bank: An Introductory Activity	404
<i>Debera Libkind and Dennis M. Dennis</i>	
Who Am I?: A Getting-Acquainted Activity	408
<i>Editors</i>	
“Who Am I?” Variations: A Getting-Acquainted Activity	410
<i>Editors</i>	
First Names, First Impressions: A Feedback Activity	413
<i>John E. Jones</i>	
Labeling: A Getting-Acquainted Activity	415
<i>Charles L. Kormanski</i>	
Learning Exchange: A Getting-Acquainted Activity	419
<i>Andy F. Farquharson</i>	
Rebus Names: Getting Acquainted	421
<i>Anne Davis Toppins</i>	
Getting to Know You: Different Approaches, Different Perceptions.....	424
<i>David E. Whiteside</i>	
I Represent: A World Meeting.....	428
<i>Patrick Doyle</i>	
Just the Facts: Getting Acquainted	430
<i>Robert N. Glenn</i>	
Choose an Object: A Getting-Acquainted Activity	433
<i>Donald L. Thompson</i>	
Parsley, Garlic, Ginger, Pepper: Introductions	435
<i>Marian K. Prokop</i>	
Your Book Jacket: Getting Acquainted	442
<i>Bonnie Jameson</i>	
Bingo: Getting Acquainted	445
<i>Patrick Doyle</i>	

Facilitating: Block to Learning

Buttermilk: Awareness Expansion.....	449
<i>Thomas R. Harvey</i>	
Gunnysack: An Introduction to Here-and-Now	451
<i>Editors</i>	
The “T” Test: An Experiential Lecture on Traits	453
<i>Anthony J. Reilly</i>	
Communication Analysis: A Getting-Acquainted Activity	457
<i>Ronald D. Jorgenson</i>	
Perception of Task: A Teaching-Learning Activity.....	460
<i>Robert T. Williams</i>	
Needs, Expectations, and Resources: Beginning a Workshop.....	464
<i>Joel Goodman and James A. Bellanca</i>	
Resistance to Learning: Developing New Skills	467
<i>Hylar Bracey and Roy Trueblood</i>	
Taking Your Creative Pulse: Enhancing Creativity at Work.....	471
<i>Stephen R. Grossman</i>	

Facilitating: Skills

Awareness Expansion: A Potpourri	481
<i>Editors</i>	
Guided Imagery: Suggestions for Individuals and Groups.....	483
<i>Editors</i>	
Helping Pairs: A Collection	486
<i>Editors</i>	
Nonverbal Communication: A Collection	489
<i>Editors</i>	
Nonverbal Communication: Another Collection	492
<i>Editors</i>	
Verbal Activities Within Groups: A Potpourri	494
<i>Editors</i>	
Empty Chair: An Extended Group Design	496
<i>Editors</i>	
Assumptions About Human Relations Training: An Opinionnaire.....	498
<i>John E. Jones</i>	
Participant-Staff Expectations: Reducing the Gap	505
<i>Adolfo H. Munoz</i>	
Process Intervention: A Facilitator Practice Session	506
<i>Editors</i>	

Training Philosophies: A Personal Assessment.....	508
<i>G.E.H. Beamish</i>	
Medial Feedback: A “Mid-Course Correction” Activity.....	519
<i>Editors</i>	
Zodiac for Trainers: Determining Competencies.....	522
<i>Bonnie Jameson</i>	
Good Workshops Don’t Just Happen: Developing Facilitation Skills.....	541
<i>Kathleen Kreis</i>	
Group Leadership Functions: A Facilitator-Style Activity.....	553
<i>Robert K. Conyne</i>	
Miniversity: Sharing Participants’ Ideas.....	559
<i>Editors</i>	
Up Close and Personal with Dr. Maslow: Designing Training to Meet Trainees’ Needs	562
<i>Bonnie Jameson</i>	

Facilitating: Closing

Closure: Variations on a Theme	569
<i>Editors</i>	
Symbolic Closing: A Nonverbal Activity.....	571
<i>Maury Smith</i>	
Kia Ora: Closure	573
<i>Peter M. Swain</i>	
Symbolic Toast: A Closure Activity.....	579
<i>A. Donald Duncan and Jo F. Dorris</i>	
Aloha: A Feedback Activity	581
<i>Thomas H. Patten, Jr.</i>	
Payday: A Closure Activity	583
<i>Richard L. Bunning</i>	
Bread Making: An Integrating Activity	585
<i>Anthony G. Banet, Jr.</i>	
Golden Awards: A Closure Activity.....	587
<i>John Elliott-Kemp and Graham Williams</i>	
Feedback Letters: Achieving Closure.....	590
<i>Gary Wagenheim and Gary Gemmill</i>	