





- Ideally, how would you like decisions to be made in your organization? What challenges might be associated with that approach? What would the value of that approach be?

**Facilitator Notes** This activity works best for an intact group, but can be modified if the group is still forming or random. To adapt this activity, you might consider using a common social movement or historical movement to categorize decisions made over time.

## ➤ Supplemental Readings

Astin, A. W., & Astin, H. S. (2000). *Leadership reconsidered: Engaging higher education in social change*. Battle Creek, MI: W.K Kellogg Foundation.

Crosby, B., & Bryson, J. (2005). *Leadership for the common good: Tackling public problems in a shared-power world*. San Francisco, CA: Jossey-Bass.

Kurtzman, J. (2010). *Common purpose: How great leaders get organizations to achieve the extraordinary*. San Francisco, CA: Jossey-Bass.

Haber, P., & Komives, S.R. (2009) Predicting the individual values of the social change model of leadership development: The role of college students' leadership and involvement experiences. *Journal of Leadership Education*, 7(3), 133–166. doi: 10.12806/v7/i3/rt4

## ➤ Media

This American Life (Producer). (2016, March 11). *When the beasts come marching in* [Audio podcast]. Retrieved from: [www.thisamericanlife.org/radio-archives/episode/582/when-the-beasts-come-marching-in](http://www.thisamericanlife.org/radio-archives/episode/582/when-the-beasts-come-marching-in)

Ed Muzio (2009, March 10). *Group decision-making that works* [video file]. *CBS News*. Retrieved from: [www.bnet.com/2422-13731\\_23-265796.html](http://www.bnet.com/2422-13731_23-265796.html)

Charlie Harayz (2010, April 1). TEDEd Talk: Drive: The surprising truth about what motivates us. Retrieved from: <http://ed.ted.com/featured/LT8oQQTo>

Larry Kesslin (2014, February 21). TEDx Talk: Shared common purpose. Retrieved from: [www.youtube.com/watch?v=yC3inLuWoyQ](http://www.youtube.com/watch?v=yC3inLuWoyQ)