

Participating in the Construction of a Carnegie Mellon Community Think Tank

What happens at Carnegie Mellon	What happens with health care workers at workplaces, training or career centers	What happens at the Community Think Tank
1. Understanding the Context Workplace problems—affecting personal success and collective performance—often reflect built-in conflicts within the social or historical situation. So we try first to understand workplace performance within its context..	2. Listening to People Who Know To uncover workplace problems people feel they face, we conduct anonymous “critical incident” interviews with employees, managers, and clients, revealing the issues (such as “teamwork or “respect”) that affect performance.	
3. Constructing a Problem Scenario We use these “incidents” to build a grounded problem case which brings critical issues to life.		4. The Story-Behind-the-Story Sessions The wide cross-section of participants at these sessions share “rival” interpretations of the problem scenario, revealing how diverse members of a workplace might be reading both the situation and each other.
5. Constructing the Decision Point Briefing Book From the story-behind-the-story sessions we create a Briefing Book that names decision points and invites users to imagine options for action.		6. The Decision Point Sessions Now participants focus on action, using the Briefing Book to exploring rival options and collaboratively testing their outcomes.

<p>7. Documenting the Findings</p> <p>Think Tank findings are collected in an on-line archive, to allow a continued, cumulative dialogue around problem solving for personal and collective performance.</p>	<p>8. Local Action Think Tanks</p> <p>The management and staff of workplaces, community, and educational support networks use the Briefing Book and problem-solving process as a springboard to intercultural dialogue and local action.</p>	
---	---	--