



VALLEY FORGE
PUBLIC SERVICE ACADEMY
CHARTER SCHOOL

EXHIBIT 18 – Information Regarding Grid International

The Leadership Grid®



9,1 Grid Style: CONTROLLING (Direct & Dominate)

I expect results and take control by clearly stating a course of action. I enforce rules that sustain high results and do not permit deviation.



1,9 Grid Style: ACCOMMODATING (Yield & Comply)

I support results that establish and reinforce harmony. I generate enthusiasm by focusing on positive and pleasing aspects of work.



5,5 Grid Style: STATUS QUO (Balance & Compromise)

I endorse results that are popular but caution against taking unnecessary risk. I test my opinions with others involved to assure ongoing acceptability.



1,1 Grid Style: INDIFFERENT (Evade & Elude)

I distance myself from taking active responsibility for results to avoid getting entangled in problems. If forced, I take a passive or supportive position.



PATERNALISTIC Grid Style (Prescribe & Guide)

I provide leadership by defining initiatives for myself and others. I offer praise and appreciation for support, and discourage challenges to my thinking.



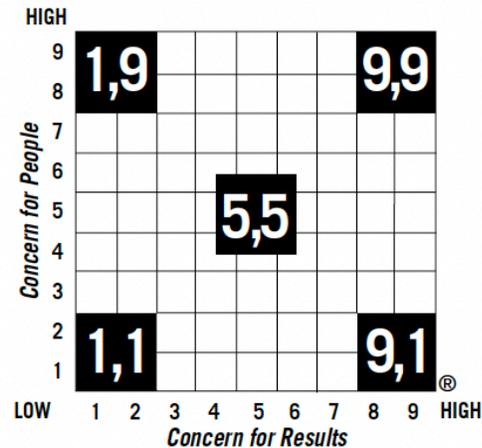
OPPORTUNISTIC Grid Style (Exploit & Manipulate)

I persuade others to support results that offer me private benefit. If they also benefit, that's even better in gaining support. I rely on whatever approach is needed to secure an advantage.



9,9 Grid Style: SOUND (Contribute & Commit)

I initiate team action in a way that invites involvement and commitment. I explore all facts and alternative views to reach a shared understanding of the best solution.



Candor

Describes a specific behavior and its impact in objective terms.

"WHEN you make those decisions by yourself, **THEN** I feel ignored and uninvolved."

Confront

(your behavior)

Describes specific behavior, often in judgmental terms.

"YOU should have told us about this decision."

Personalize

(my behavior)

Describes and takes responsibility for one's own behavior.

"I probably should have told you what I was doing."

Generalize

(behavior of some or a few of us)

Describes behavior without naming individuals.

"SOME OF US aren't sharing information as much as we should be."

Globalize

(our behavior)

Describes behavior in global terms.

"WE don't share information."

Externalize

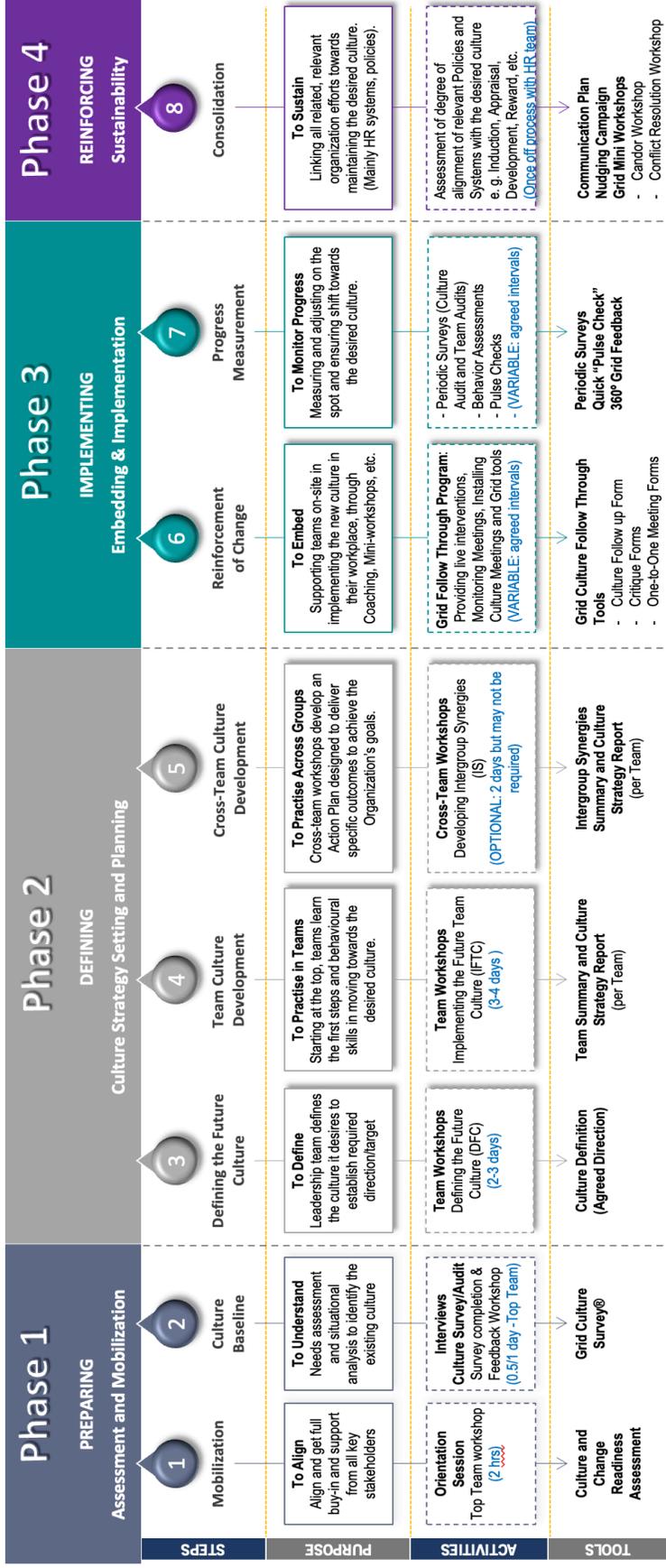
(others' behavior)

Describes behavior vaguely and blames external circumstances.

"IT isn't our fault. **THEY** never tell us anything."

Grid

The Power to Change®



Client: Memphis Street Academy Charter School
Location: Philadelphia, Pennsylvania
Category: Education
Country: United States

Introduction:

Memphis Street Academy, a charter school located in Philadelphia, encountered significant challenges in fostering an educational environment conducive to student success. These challenges included low student attendance, elevated suspension rates, and stagnant academic growth. In response, the school enlisted the expertise of Grid International, a leading organization specializing in organizational culture transformation, to guide the implementation of a comprehensive school improvement initiative and facilitate change management.

Grid International is renowned for its expertise in shaping organizational culture and its proven success in supporting institutions with frameworks that cultivate a culture of excellence. The partnership between Memphis Street Academy and Grid International was focused on addressing the systemic challenges impeding student success. The primary objectives were to establish a positive school culture, enhance student engagement, and improve overall academic performance. This collaboration resulted in significant improvements in attendance, a reduction in suspensions, and a notable increase in academic achievement.

Challenges Faced by Memphis Street Academy:

1. **Student Attendance:** Student attendance was a critical concern at Memphis Street Academy, with frequent absenteeism serving as a barrier to academic progress. Low attendance not only disrupted the learning environment but also led to inconsistent instructional delivery, which affected the academic performance of students. Research has consistently shown that attendance is a key predictor of academic success, and its decline often signals deeper challenges within the school environment.
2. **High Suspension Rates:** High suspension rates at Memphis Street Academy created a cycle of disengagement and behavioral issues, with students who were suspended often falling further behind academically. This exclusionary discipline model led to increased distrust and weakened relationships between students and staff. The lack of a supportive framework for addressing behavioral issues further exacerbated the problem, creating an adversarial atmosphere that hindered the development of a cohesive, positive school culture.
3. **Stagnating Academic Growth:** Despite the efforts of the school's educators and administrators, student academic performance was below expectations. Many students demonstrated minimal academic growth, which was indicative of a learning environment lacking the cohesion necessary for meaningful educational progress. Behavioral disruptions in the classroom further impeded instructional time, as teachers spent a disproportionate amount of time addressing disciplinary issues rather than

Executive Testimonials

What Leaders Are Saying About Grid

Grid solutions have helped hundreds of companies and thousands of participants to build sound relationships that meet every challenge with confidence and strength. The following testimonials share how Grid has helped organizations around the world to transform their cultures into ones that thrive on the openness, critique, and increased productivity provided by The Power to Change. **Imagine what Grid can do for your organization.**

"The basis of Grid leadership embodies the call for peak performance conjoined with high mutual respect. Within this conjunction, I see the core for successful leadership."

Thomas Bruch, CEO, GLOBUS Holding GmbH & Co. KG, Germany

"Grid has provided CCL [Classic Couverture Ltd.] with a structured framework to address individual and team effectiveness and added an exceptional extra dimension to our understanding of the people factor. More importantly, the framework provides ongoing measurement and has made the intangible totally tangible."

Ian Povey, Managing Director, Classic Couverture Ltd., United Kingdom

"The Grid experience is so powerful, it produces not just followers, but cheerleaders with a passion for organization excellence."

Doug McQueen, Director of the Center for Leadership Development, School of Education, University of Mississippi, USA

"I have now been in policing and education for 32 years, and I have never seen a more beneficial and pragmatic program than the Leadership Grid. The Grid provides a functional, hands-on, and total individual involvement experience."

Prof. James Drennan, Police Educator, Georgian College, Justice & Public Safety Institute, Ontario, Canada

"My experience in China and Russia shows me that people everywhere have the same needs and attitudes toward the values of openness, critique, advocacy, and integrity. The Grid is a truly international concept to help people to work toward these values and attain them."

Richard Illek, General Manager, Pepsico China Ltd.

"With emphasis on servicing the customer, we want to set ourselves apart from the market. Grid is the right instrument, because it enables the manager to see that he, himself, is not a single person, but a member and part of a whole team."

Lovro Mandac, Chairman of the Board, Kaufhof Warenhaus AG, Germany

"...Grid...was like someone had turned on a thousand watt light bulb because for the first time, I could see the whole room. And I could see...all the obstacles.

Then I began to understand the different dynamics and how I was impacting people. That's why I've taken Grid on with such vigor in this company.

...we have a tool, a way, and a goal to manage the company culture..."

Brian Piwek, President of Overwaitea Food Group, British Columbia, Canada

"We used the Grid program to develop a model that...has been valid for us to this day. We have reviewed it every year thereafter, but we have never changed it...Our business has changed, the times have changed, but the concepts we had were sort of timeless. They have been part of our being ever since... We did Grid and it worked."

Ben Edwards, Chairman Emeritus, A.G. Edwards & Sons, USA

"I'm amazed. This was the most useful leadership-development solution I've found in 24 years."

Jim Tobin, COO, Biogen, Inc., USA

"Grid is much more than a course or a training program--it's a life changing experience in a way never experienced with any previous effort or initiative. It has enlightened me to the point that I can claim today that I am a better leader, husband, and father."

Phillippe Tafelmacher, Managing Director, Tetra Pak South Africa (Pty.) Ltd.

"We moved away from the static hierarchical structures. Experiencing Grid helped our managers a lot, especially through the self-reflection and feedback process."

Dietrich Sturm, HR Director, Robert Bosch GmbH, Germany

"Grid development has had a remarkable impact on our organization. Our efficiency has increased, we handle more issues than a year ago, and managers' relationships with employees have improved. I am very pleased. Grid will be a foundation for realigning our organization."

Inge Pettersson, CEO, Neste Oxo AB, Sweden

"The Grid approach works! It gave us a common culture that united a disparate organization, as well as giving us a sound methodology to tackle crucial business problems...Grid can unlock the full potential of each individual and enable teams to achieve the highest levels of synergy."

Jim Falconer, Group Sales and Marketing Director, Acatos and Hutcheson Plc., United Kingdom

"The Grid...transforms hearts and minds. It is a powerful vehicle that allows honesty without its destructive impacts, thus building commitment to the organisation's vision, values, and business goals."

Leonard D'Costa, Group President, Corp. Development, Piramal Enterprises Ltd., India

"In the merger process of Pharmacia and Upjohn in Japan, Grid has been an important step in building the new company and the new business culture. We intend to introduce many more of our employees to this valuable management tool. I am very pleased with the Grid concept, and expect to continue to work with this concept in the company."

Jan Heiniö, President, Pharmacia & Upjohn, Japan

GRID Intellectual Property

MATERIAL LIST (NON-

EXHAUSTIVE)

2023 Leading for Change and Transformation Workshop 2023
Defining the Future Culture Workshop
2023 Implementing the Future Team Culture Workshop 2023
Intergroup Synergies Workshop

2023 Grid KPIs Database
2023 Grid KPIs Database (short version)
2023 Culture Survey Manual MSExcel version
2023 Grid Defining the Future Culture
2023 Grid Defining the Future Team Culture
2023 Grid Intergroup Synergies
2023 Leadership for Change and Transformation
2023 Leadership for Change and Transformation (April)
2023 Leadership for Change and Transformation (August) 2023 Grid
Style Summaries
2023 Activity: Clarifying Grid Concepts
2023 Activity: Critique of Teamwork During Activity 1
2023 Activity: Identifying Grid Styles in the Film, 12 Angry Men 2023
Activity: Critique of Teamwork During Activity 3
2023 Activity: Writing a Team Change Strategy Report
2023 Activity: Critique of Teamwork During Activity 5
2023 Activity: Intergroup Relationships
2023 Activity: Evaluating Team Culture
2023 Activity: Defining Soundest Culture
2023 Activity: Personal Critique and Feedback
2023 Activity: Personal Improvement Strategies
2023 Activity: Review of Learning
2023 Activity Overview and Goals
2023 PE & PPE Scoring
2023 Activity: Grid Styles In Action
2023 Activity: Developing Soundest Solutions for Conflict 2023
Activity: Recognizing How Behavior Impacts Results 2023 Activity:
Personal Critique and Feedback
2023 Tips for Giving and Receiving Effective Behavior Critique 2023
Activity: Dimensions of Team Culture
2023 Activity: Clarifying Intended Outcomes
2023 Activity: Defining Team Purpose
2023 Activity: Defining Soundest Team Culture
2023 Activity: Critique of Teamwork During Activity 4
2023 Activity: Defining and Comparing Actual Team Culture 2023
Activity: Critique of Teamwork During Activity 6
2023 Activity: Strategies for Building a Culture of Candor
2023 Activity: Personal Improvement Strategies
2023 Activity: One-to-One Meetings
2023 Activity: Re-Clarifying Team Purpose
2023 Activity: Team Model Project

2023 Activity: Committing to Follow-Through
2023 Activity: Establishing an Effective Listening Environment
2023 Activity: Team Model Project Follow-Up
2023 Activity: Critique of Progress on Personal Improvement
Strategies

2023 Activity: Identification of Elements of the Relationship
2023 Activity: Description of Elements of the Soundest Relationship
2023 Activity: Description of Elements of the Actual Relationship
2023 Activity: Plans for Change

2021 Grid Defining the Future Team Culture
2021 Grid Intergroup Synergies
2020 Building Internal Capability 1 Zoom
2020 Garda Síochána Custom Materials
2019 Building Internal Capability at NAPCO (Custom) 2019
2019 Kuwait Change Workshop (Custom)

2019 Building Internal Capability 3-Day 2019 Building Internal
Capability 1 2019 Building Internal Capability 2 2019 Building
Internal Capability 3 2019 Developing Team Culture 1

2019 Developing Team Culture 2
2019 Developing Team Culture 3
2019 Developing Cross-Team Culture
2019 Tetra-Pak Custom Building Internal Capability 3 2019
Grid Theory PowerPoint

2019 Developing Team Culture Custom (Bruce Carlson) 2019
Building Internal Capability & Developing Team Culture
Consolidated

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Company 2015 (Custom)

Team Feedback Survey and Report

Arabia Strategic Meeting (Custom) 2018

Developing Team Culture Report Template

Byblos Bank Custom Building Internal Capability1 2017

<p>2023 Activity: Critique After Three Months 2022 Leadership for Change and Transformation 2021 Grid Defining the Future Culture</p>	<p>Byblos Bank Custom Building Internal Capability1 2017 Intergroup Development Process</p> <p>BIC Custom National Technology Enterprise Company Grid Behavior Test Build to Win (Custom) Developing a Culture of Excellence</p> <p>Byblos Feedback Survey 2016 Grid Competency Profiles (2016) High Performance Leadership NAPCO 2016 Kuwait Change Workshop (Custom) Arabia Strategic Meeting (Custom) Build to Win (Custom) Developing a Culture of Excellence</p> <p>Byblos Feedback Survey 2016 Grid Competency Profiles (2016) High Performance Leadership NAPCO 2016 Culture Change PowerPoint Grid KPIs Database High Performance Leadership Navy Seals Workshop</p> <p>The Power of Listening Developing Team Culture Report Template Building Internal Capability 1 with Optional Activity 3 Building Internal Capability Custom 1 Aerosud Developing Team Culture Custom 1 Aerosud Culture Survey Manual MSEXcel version Gulf Bank Assessment Instrument Mastering Grid Skills Arabia Insurance 2015 Building Internal Capability at NTEC 2015 Crown Flour Mill Behavior Test 2015 INDEVCO Custom Values Test 2015 Arabia Insurance 2015 Building Internal Capability at National Technology Enterprises</p>
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<p>2015 Crown Flour Mill Behavior Test 2015 2015 INDEVCO Custom Values Test 2015 2015 Building Internal Capability Custom Saudi Telecom 2015 Building Internal Capability Custom UK & Ireland 2015 NAPCO Custom Building Internal Capability 2 2012 Grid GuideMe Team Goal Database 2011 Culture Survey (100 pt.) 2011 2011 Culture Workshop (100 pt.) 2011 2011 Developing Cross-Team Culture 2011 2011 Grid Individual Key Performance Indicators 2011 2011 Grid Internal Meeting Critique Form 2011 2011 Grid PRE-Team Key Performance Indicators 2011 2011 Grid POST-Team Key Performance Indicators 2011 2011 Culture Survey (100 pt.) 2011 2011 Culture Workshop (100 pt.) 2011 2011 Developing Cross-Team Culture 2011 2011 Grid Individual Key Performance Indicators 2011 2011 Grid Internal Meeting Critique Form 2011 2011 Grid PRE-Team Key Performance Indicators 2011 2011 Grid POST-Team Key Performance Indicators 2011 2011 Grid GuideMe Individual Goals Database 2010 Building Internal Capability 1 2010</p>	<p>2003 HealthCare Grid Materials 2003 Building Spectacular Teams (Version 1) Materials 2003 Building Spectacular Teams (Version 2) Materials 2003 GridWorks Team 2003 GridWorks Materials 2003 HealthCare Grid Materials 2002 GridWorks Materials 2002 GridWorks Materials 2000 Building Spectacular Partnerships 2000 Cockpit Resource Management Slideshow 2000 Building Spectacular Partnerships 2000 Cockpit Resource Management Slideshow 1998 Building Spectacular Teams Learning Administrator Guide 1998 Building Spectacular Teams Materials 1998 Building Spectacular Teams Learning Administrator Guide 1998 Building Spectacular Teams Materials 1997 Challenge of Change Materials 1997 Challenge of Change Materials 1996 Building Spectacular Partnerships 1996 Author Anderson (Custom) 1996 Cigna Phase 2 Materials 1996 Cockpit Resource Management Materials</p>
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<p>2010 Building Internal Capability 2 2010 2010 Building Internal Capability 3 2010 2010 Culture Survey (100 pt.) 2010 2010 Culture Workshop (100 pt.) 2010 2010 Developing Team Culture 2010 2010 Grid e–Coach 2010 2010 Grid 360-Feedback 2010 2010 Building Internal Capability 2 2010 2010 Building Internal Capability 3 2010 2010 Culture Survey (100 pt.) 2010 2010 Culture Workshop (100 pt.) 2010 2010 Developing Team Culture 2010 2010 Grid e–Coach 2010 2010 Grid 360-Feedback 2010 2008 From the Ground Up (Aligning & Focusing the New Team) 2008 HealthCare Grid Materials (Hank) 2008 From the Ground Up (Aligning & Focusing the New Team) 2008 HealthCare Grid Materials (Hank) 2008 Activity: Identifying Significant Issues Faced by Executives 2008 Activity: Generating New Knowledge (World Café) 2007 Culture Workshop (7-Rank) 2007 Global Executive Grid Materials 2007 GridWorks Materials Learning Administrator Guide 2007 GridWorks Materials 2007 Culture Workshop (7-Rank) 2007 Global Executive Grid Materials 2007 GridWorks Materials Learning Administrator Guide</p> <p>2007 GridWorks Materials 2006 CEO / Global Executive Seminar Materials 2006 HealthCare Grid Materials (ER) 2006 CEO / Global Executive Seminar Materials 2006 HealthCare Grid Materials (ER) 2005 Online Values Test 2004 GridWorks Materials Learning Administrator Guide 2004 GridWorks Materials 2004 GridWorks Materials Learning Administrator Guide 2004 GridWorks Materials 2003 Building Spectacular Teams (Version 1) Materials 2003 Building Spectacular Teams (Version 2) Materials 2003 GridWorks Team 2003 GridWorks Materials</p>	<p>1996 Employment Interviewing Reading Piece 1996 GridWorks Materials 1996 Building Spectacular Partnerships 1996 Change by Design Slideshow 1996 Cigna Phase 2 Materials 1996 Cockpit Resource Management Materials 1996 Employment Interviewing Reading Piece 1996 GridWorks Materials 1995 Change Management Materials 1995 Generating Spectacular Results Materials 1995 Change Management Materials 1 1995 Generating Spectacular Results Materials 1995 1994 Cockpit Resource Management Recurrent Training TACA 1994 HealthCare Grid Materials - Evergreen 1994 Cockpit Resource Management Recurrent Training TACA 1994 HealthCare Grid Materials - Evergreen 1993 Delegation Workshop 1993 GridWorks Materials 1993 delegation Workshop 1993 GridWorks Materials 1992 Cockpit Resource Management Reading Piece 1992 Hyatt Materials 1992 Hyatt Text 1992 Instructor Preparation Materials 1992 Instructor Preparation Materials - Revised 1992 Cockpit Resource Management Reading Piece 1992 Hyatt Materials 1992 Hyatt Text 1992 Instructor Preparation Materials 1992 Instructor Preparation Materials - Revised 1991 Consolidate New Business Materials 1991 Consolidate New Business Materials 1990 Arthur Anderson Materials 1990 ABC Diagnosis 1990 Change by Design Orientation and Overview 1990 Cockpit Resource Management Materials 1990 Ethics Reading Piece 1990 Arthur Anderson Materials 1990 ABC Diagnosis 1990 Author Anderson (Custom) 1990 Change by Design Orientation and Overview 1990 Cockpit Resource Management Materials</p>
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<p>1990 Ethics Reading Piece 1988 Advanced Grid Materials 1988 Consultation Skills Materials 1988 Advanced Grid Materials 1988 Consultation Skills Materials 1987 Advanced Grid Learning Administrator Guide 1987 Cockpit Resource Management Materials 1987 Executive Grid Materials 1987 Advanced Grid 1987 Learning Administrator Guide 1987 Cockpit Resource Management Materials 1987 Executive Grid Materials 1986 Hotel Management Reading Piece 1985 Change by Design Slideshow 1984 Cockpit Resource Management Materials 1984 Cockpit Resource Management MatBerials 1983 Command/Leadership/Resource Management MTLS, United Airlines</p>	<p>3. Carlson, Bruce, McKee, Rachel K., & Robinson, Clark. Purpose, Courage and Power. Austin: Grid International, Inc., 2006. Original color edition. 4. Product Development Team, Grid International, Inc. The Grid for Supervisory Excellence: From Ordinary to Extraordinary Supervision. Austin: Grid International, Inc., 2005. 5. Product Development Team, Grid International, Inc. GridWorks: Maximizing Resources with Grid Solutions. Austin: Grid International, Inc., 2004. 6. Product Development Team, Grid International, Inc. with Gordon Green, M.D. The Power to Change Healthcare. Austin: Grid International, Inc., 2004. 7. McKee, Rachel and Carlson, Bruce. The Dimensions of Teamwork. Austin: Grid International, Inc., 2002. 8. Blake, Robert R., Mouton, Jane Srygley, & Barclay, Walter. GridWorks: An</p>
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<p>1982 Change by Design Reading Piece 1 1982 Human Services Materials 1982 Change by Design Reading Piece 1982 Human Services Materials 1981 Academic Administrator Data Summary Folder 1981 Academic Administrator Materials 1981 Increase Productivity Materials 1981 Academic Administrator Data Summary Folder 1981 Academic Administrator Materials 1981 Increase Productivity Materials 1980 Academic Administrator Grid Phase 2 1980 Academic Administrator Grid Phase 2 1976 Grid Framework 1976 Grid Framework 1975 Increasing Teacher Effectiveness Materials 1975 Increasing Teacher Effectiveness Materials 1973 Consultation Skills Materials 1973 Consultation Skills Materials 1972 Executive Grid Prework 1972 Executive Grid Prework 1970 Executive Grid Prework 1970 Executive Grid Prework 1969 Corporate Business Culture Instrument 1969 Instructor Development Materials 1969 Instructor Development Seminar Guide 1969 Instructor Development Materials 1969 Instructor Development Seminar Guide 1967 Family Relations Survey 1967 Family Relations Survey 1966 Corporate Darwinism Concepts-Rationale 1966 Corporate Effectiveness Evaluation 1966 Instructor Manual 1966 Corporate Darwinism Concepts-Rationale 1966 Corporate Effectiveness Evaluation 1966 Instructor Manual 1965 Culture Instrument 1965 Corporate Business Culture Instrument 1965 Culture Instrument</p>	<p>Approach that Increases Employee Participation and Promotes Esprit de Corps. Austin, Texas: Grid International, Inc., 2002.</p> <p>9.Books (1990s) 10.McKee, Rachel K., and Carlson, Bruce. The Power to Change. Austin, Texas: Grid International, Inc., 1999. Original color edition. 11.Blake, Robert R., & Mouton, Jane Srygley. The Supervisory Grid. Austin, Texas: Scientific Methods, Inc., 1998. 12.Blake, Robert R., Mouton, Jane Srygley, & Barclay, Walter. GridWorks: An Approach that Increases Employee Participation and Promotes Esprit de Corps. Austin, Texas: Grid International, Inc., 1997. 13.Blake, Robert R., & Mouton, Jane Srygley. (30-Year Anniversary Edition with new Forward by Blake) The Managerial Grid. Houston: Gulf Publishing Company, 1994. 14.Blake, Robert R., & McKee, Rachel Kelly. Solution Selling: The GridScience Approach. Houston: Gulf Publishing Company, 1994. 15.Blake, Robert R., & McCanse, Anne Adams. Leadership Dilemmas - Grid Solutions. Houston: Gulf Publishing Company, 1991. 16.Blake, Robert R., & Mouton, Jane Srygley. [Scientific Methods, Inc.] and Command/Leadership/Resource Management Steering Committee and Working Groups [United Airlines]. Grid Cockpit Resource Management (2nd Ed.). Austin, Texas: Cockpit Resource Management, 1990. 17.Prather, Stephen E., Blake, Robert R. & Mouton, Jane Srygley. Behavioral Types and the Art of Patient Management. Los Angeles: Practice Management Information Corp. (PMIC), 1990. 18.Prather, Stephen E., Blake, Robert R., & Mouton, Jane Srygley. Medical Risk Management. Oradell, New Jersey: Medical Economics Company, Inc., 1990.</p> <p>Books (1980s)</p> <p>19.Blake, Robert R., Mouton, Jane Srygley, & McCanse, Anne Adams. Change by Design. Reading, Massachusetts: Addison- Wesley Publishing Company, 1989. 20.Blake, Robert R., Mouton, Jane Srygley, & Barclay, Walter. GridWorks: An Approach that Increases Employee Participation and Promotes Esprit de Corps. Austin, Texas: Scientific Methods, Inc., 1988.</p> <p>21.Blake, Robert R., Mouton, Jane Srygley, & Allen, Robert L. Spectacular Teamwork: How to Develop the Leadership Skills for Team Success. New York: John Wiley & Sons, Inc. Publishers, 1987.</p> <p>22.Blake, Robert R., & Mouton, Jane Srygley. Executive Achievement: Making It at the Top. New York: McGraw-Hill Book Company, 1986. 23.Blake, Robert R., & Mouton, Jane Srygley. The Managerial Grid III: The Key to Leadership Excellence (3rd Ed.). Houston: Gulf Publishing Company, 1985.</p> <p>24.Blake, Robert R., & Mouton, Jane Srygley. Solving Costly Organizational Conflicts: Achieving Intergroup Trust, Cooperation, and Teamwork San Francisco: Jossey-Bass Inc., Publishers, 1984 25.Mouton, Jane Srygley, & Blake, Robert R. Synergogy: A New Strategy for Education, Training, and Development (3rd Ed.). San Francisco: Jossey-Bass Inc., Publishers, 1984. 26.Blake, Robert R., & Mouton, Jane Srygley. Consultation: A Handbook for Individual and Organization Effectiveness (2nd Ed.). Reading, Massachusetts: Addison-Wesley Publishing Co., Inc., 1983.</p>
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