

# CONTENTS

Preface	xiii
Introduction	1
1 Calling the Council	8
Setting the Scene	11
The Size of the Circle	11
Shaping the Circle	12
Connecting With Place	13
Creating a Ceremonial Environment	15
The Talking Piece	16
Choosing a Talking Piece	18
Weaving the Web	20
Crossing the Border	24
2 Beginning the Journey	26
The Four Intentions of Council	28
Speaking From the Heart	28
Listening From the Heart	29
Being of "Lean Expression"	32
Spontaneity	34
Confidentiality	36
Honoring the Integrity of the Circle	37
Limits and Legal Obligations	40
Focusing the Council	42
Ways of Beginning	44



	Weather Reports _____	45
	“Turning Into the Skid” _____	46
3	Matching Purpose and Form _____	50
	Alternate Forms _____	51
	Dialogue: The Web _____	51
	Personal Reflection: Response Councils _____	53
	Multilogue: the Fishbowl _____	54
	Honing the Issue: The Spiral _____	56
	Conflict Exploration _____	58
	Decision Making _____	59
4	Deepening the Practice _____	64
	The Role of Witness _____	66
	Choosing the Witness Perspective _____	67
	A Place for Humor _____	71
	Storytelling _____	72
	Dreaming _____	76
	Dreams as Stories _____	76
	The Dreamstar _____	77
	Without Words _____	79
	Visioning Councils _____	83
	Coyote Council _____	88
5	Council Leadership _____	90
	Partnership _____	91
	The Challenges of Leadership _____	94
	The First Challenge _____	95
	Being a Disciple of Council _____	95
	Building Council Discipline _____	96
	The Second Challenge _____	100
	Heightened Perception of the Interactive Field _____	100
	Keeping Thematic Councils on Track _____	104



6	Becoming a Carrier of Council _____	116
	The Third Challenge: Stewardship _____	117
	Balancing and the Art of Streaming _____	117
	Being in Service _____	119
	Parallels With Shamanic Training _____	120
	Character Attributes _____	124
	Sacred/Shadow Leader _____	128
	Steppingstones _____	133
	A Summary of Tasks _____	135
7	Councils of Children _____	140
	Stories From the Frontier _____	144
	Prejudice _____	145
	The Toothpaste Incident _____	146
	Khalil's Dream _____	148
	Working With Students in Council _____	152
	Starting Out _____	152
	Introducing Students to Ceremony _____	156
	Embracing the Rebel and the Saboteur _____	159
	Bringing Council Into the Mainstream _____	160
	Multicultural Challenges and Opportunities _____	161
	Finding the Right Language _____	163
	Dealing With Religious Beliefs and Practices _____	164
	Should Council Leaders be Specialists or Regular Teachers? _____	166
	Councils of Teachers, Administrators, and Parents _____	167
	The Power of Council _____	168
	Improving Methods of Teaching _____	169
	Expanding the Academic Curriculum _____	170
	Supporting Environmental Education _____	172
	Strengthening the Human Development Program _____	172
	Dealing With School Crises _____	173
	Limitations and Possibilities _____	174



8	Family Councils _____	180
	Why Bother? _____	183
	Finding the Right Setting and Schedule _____	185
	Nurturing the Practice _____	187
	Discovering the Family Story _____	188
	Breaking Family Patterns _____	197
	Empowerment of Children _____	200
	Empowerment of Parents _____	201
	Family Ceremonies _____	204
	Birthdays _____	204
	Special Events _____	206
	Marriage _____	207
	The Blessing Way Ceremony _____	208
	Rites of Passage _____	209
	Celebrating the End of a Life _____	213
9	Council in Intimate Relationship _____	215
	Fantasy "Triologue" _____	216
	The Nature of the Third _____	222
	The Practice of Dyadic Council _____	224
	The "Circle of Lovers" _____	226
10	Councils in Community and Business _____	232
	The Wind River Community _____	232
	Continental Councils _____	240
	Opening the Door _____	245
	Getting to Know the Organization _____	245
	Getting to Know the Values _____	246
	Finding Partners _____	247
	Understanding the Hierarchy _____	249
	Choosing the Talking Piece _____	249
	Irreverence _____	250
	Brevity and Simplicity _____	251
	Assorted Offerings _____	252



11	Embracing the Way of Council _____	255
	Decision-making and Council _____	257
	Awakening an Organization	
	Through Council _____	263
	Responding to the Call _____	268
	Honoring the Old,	
	Welcoming the New _____	270
	Beyond Boundaries _____	273
	Council Among Strangers _____	274
	Council With the Forgotten _____	276
12	The Implicit Values and Skills of Council _	280
	The Circle and the Call to Gather _____	282
	The Values That Follow From	
	the Intentions of Council _____	285
	The Varieties of Human Intelligence _____	293
	Implications Arising From	
	the Tradition of Council _____	296
	Challenges to Council Values:	
	“Council Fundamentalism” _____	299
	A Final Story _____	303
13	The Nature of Council _____	305
	Returning to Our Roots _____	305
	The Beginnings _____	307
	Leadership Trainings in the Wilderness _____	309
	Suggested Activities, Exercises and Council Topics	
	for Youth When Wild Nature is Not Available ____	312
	Rites of Passage for Youth _____	313
	For All Ages _____	317
	Youth and Elders _____	319
	Epilogue:	
	The Next Round _____	323



## Appendix I: Setting Up A School Council Program \_\_\_\_\_ 328

The Beginning \_\_\_\_\_ 330

Finding an Effective Way to Language  
the Introduction to Council \_\_\_\_\_ 334

Training Teachers and Other Facilitators \_\_\_\_\_ 337

Fitting Council Into the Curriculum and Schedule \_\_\_\_\_ 338

Limits of Confidentiality and  
Associated Legal Requirements \_\_\_\_\_ 341

Guidelines for Starting a Council Program \_\_\_\_\_ 345

Making Decisions About the Program \_\_\_\_\_ 349

Dealing With Students Who  
Don't Seem Ready for Council \_\_\_\_\_ 350

Visitors \_\_\_\_\_ 351

Parent Councils \_\_\_\_\_ 353

Funding Council Programs \_\_\_\_\_ 354

The Mentor-Based Council Program Model \_\_\_\_\_ 359

Other Models for Initiating Council Programs \_\_\_\_\_ 361

## Appendix II: Council Training \_\_\_\_\_ 362

## Appendix III: Bibliography \_\_\_\_\_ 367