

About "Dialogue"

I. What is it? Conventional discussion versus dialogue from Debate to Dialogue by Deborah Flick. 1998 Orchid Publishing, pp. 36-37.

	Convention Discussion Process	The Understanding Process
PREMISE::	In any given situation there is one right answer or right perspective, usually one's own.	In any given situation there are multiple, valid answers & perspectives, including one's own.
GOAL:	To win, to be right, to sell, persuade or convince	To understand the other person from their point of view. (To understand <u>does not mean</u> to agree)
ATTITUDE:	Evaluating & critical	Curious & Open
FOCUS:	"What's wrong with this picture?"	"What's new? Of value? What can I learn?"
BEHAVIORS:	<p><u>Listening:</u> Accept nothing at face value Hear advocacy as a challenge to be met Listen judgmentally Listen for errors & flaws Plan your rebuttal Talk more than you listen</p> <p><u>Inquiring:</u> Interrogate the other person Ask questions that: Support your perspective Challenge other person's view</p> <p><u>Advocating:</u> Assert own position Describe flaws in other perspectives Justify your position Defend your assumptions as truth</p>	<p><u>Listening:</u> Accept what is said at face value as true for the giver Hear advocacy as an opportunity to deepen understanding Listen: for "their" story without judgment Listen more than you talk Reflect instead of react</p> <p><u>Inquiring:</u> Ask questions in order to: Clarify & deepen your understanding Understand what another's ideas mean to them Explore taken-for-granted assumptions</p> <p><u>Advocating:</u> Offer your ideas as yours only Explore alternative points of view</p>
ROLE:	Devil's advocate or truth sayers	Walk in another's shoes
OUTCOME:	Debate	Dialogue

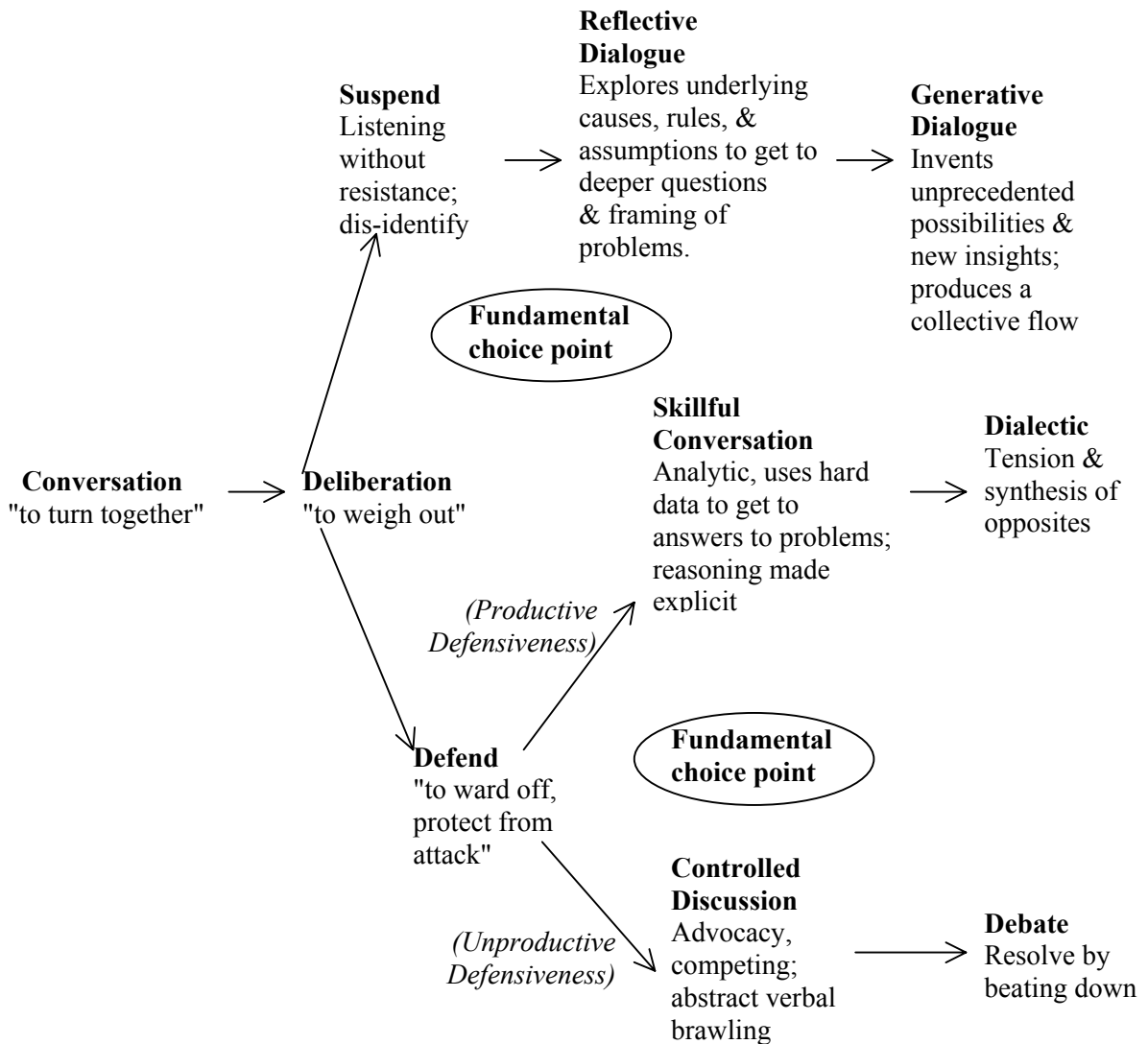
II. What are its benefits? IBID, P. 40.

1. Practicing the Understanding Process is essential to realizing its transformation potential.

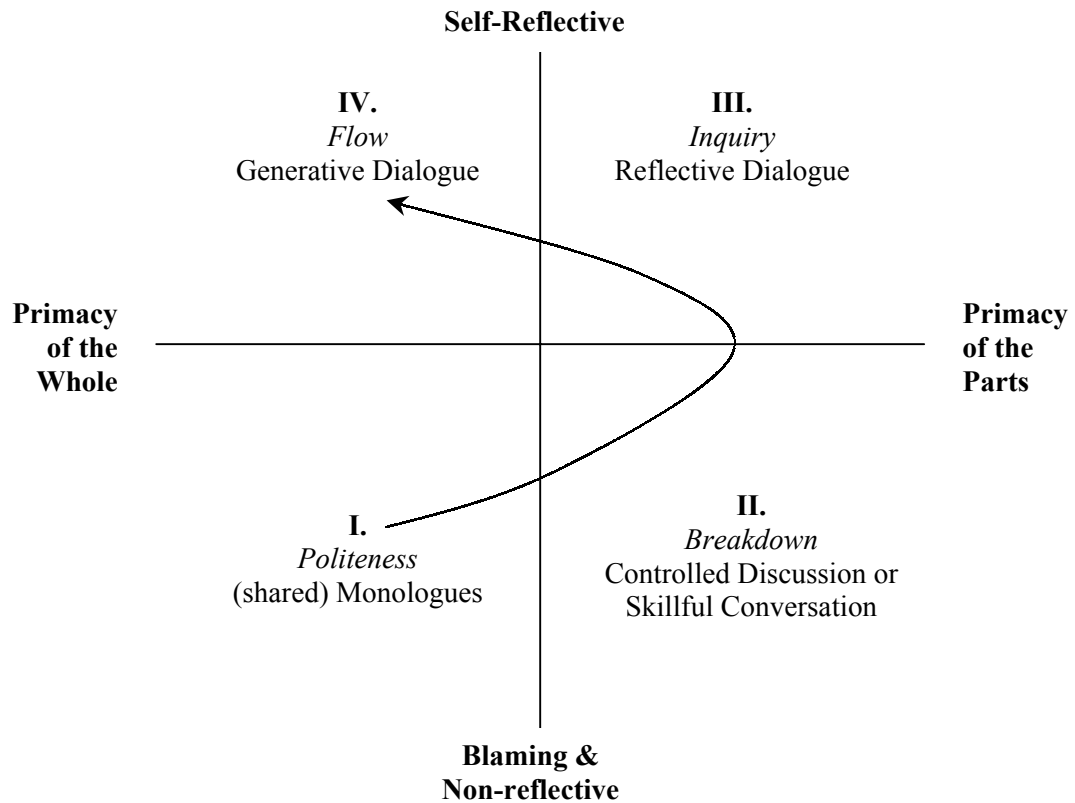
2. It only takes one: You can make a difference.
3. The need to agree with each other becomes less important the more we practice the Understanding Process.
4. "Staying with our differences" kindles inspired ideas and actions and strengthens relationships.
5. In the presence of genuine understanding, goodwill and collaboration displace judging and blaming.
6. Using the Understanding Process heightens our courage and confidence to address rather than avoid difficult situations.
7. Consistent use of the Understanding Process can foster the emergence of a Dialogue Culture.

III. Pathways for defending (debate) to suspending (dialogue). From Dialogue and The Art of Thinking Together by William Isaccs. Doubleday, 1999, p. 41 & 261.

p. 41



III. continued: p.261 From C. Otto Scharmer, 1998.



Ideas About "Dialogue"

IV. A list of guidelines for good dialogue from The Magic of Dialogue by Daniel Yankelovich. Touchstone, 1999, p. 127-128.

A. General strategies:

1. Err on the side of including people who disagree.
2. Initiate dialogue through a gesture of empathy
3. Check for the presence of all three core requirements of dialogue - equality, empathic listening and surfacing assumptions nonjudgmentally - and learn how to introduce the missing ones.
4. Minimize the level of mistrust before pursuing practical objectives
5. Keep dialogue and decision making compartmentalized
6. Focus on common interests, not divisive ones.
7. Use specific cases to raise general issues
8. Bring forth your own assumptions before speculating on those of others.
9. Clarify assumptions that lead to subculture distortions.
10. Where applicable, identify mistrust as the real source of misunderstandings
11. Expose old scripts to a reality check
12. Focus on conflicts between value systems, not people
13. Be sure trust exists before addressing transference distortions
14. When appropriate, express the emotions that accompany strongly held values
15. Encourage relationships in order to humanize transactions