

Principles and Related Information for a Variety of Conversational Practices

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Appreciative Inquiry

David Cooperrider, et.al.

Core thesis: positive image leads to positive action

Principles of AI

- **Constructionist Principle**
We construct realities based on our previous experience, so our knowledge and the destiny of the system are interwoven.
- **Principle of Simultaneity**
Inquiry and change are simultaneous
- **Poetic Principle**
The system's story is constantly co-authored, and is open to infinite interpretations
- **Anticipatory Principle**
What we anticipate determines what we find
- **Positive Principle**
As an image of reality is enhanced, actions begin to align with the positive image

Theory Base

- **Placebo Effect**
In medical studies 30-60% of the time, placebos are as effective as a drug
- **Pygmalion Effect**
The teacher's image is the most powerful predictor of performance
- **Sports Imagery**
Visualization by world-class athletes cited as significant contributor to victory
- **Inner Dialogue**
Our guiding image is the sum of +/- self-talk; healthy people maintain at least 2:1 ratio
- **Rise and Fall of Cultures**
Can predict 25 years ahead based upon the stories the culture tells about itself
- **Affirmative Capability**
The mind doesn't hold "not" so the image stays without the "no"

Bohm Dialogue

David Bohm

1. The group agrees that no group-level decisions will be made in the conversation. "...In the dialogue group we are not going to decide what to do about anything. This is crucial. Otherwise we are not free. We must have an empty space where we are not obliged to anything, nor to come to any conclusions, nor to say anything or not say anything. It's open and free" (Bohm, "On Dialogue", p.18-19.)"
2. Each individual agrees to suspend judgment in the conversation. (Specifically, if the individual hears an idea he doesn't like, he does not attack that idea.) "...people in any group will bring to it assumptions, and as the group continues meeting, those assumptions will come up. What is called for is to suspend those assumptions, so that you neither carry them out nor suppress them. You don't believe them, nor do you disbelieve them; you don't judge them as good or bad...(Bohm, "On Dialogue", p. 22.)"
3. As these individuals "suspend judgment" they also simultaneously are as honest and transparent as possible. (Specifically, if the individual has a "good idea" that he might otherwise hold back from the group because it is too controversial, he will share that idea in this conversation.)
4. Individuals in the conversation try to build on other individuals' ideas in the conversation. (The group often comes up with ideas that are far beyond what any of the individuals thought possible before the conversation began.)

Circle

Christina Baldwin's PeerSpirit Circle

Three Principles

- Leadership is rotating
- Responsibility is shared
- Reliance is on the spirit of the group: its clarified intention, common purpose or highest goals

Three Practices

- Attentive listening – focusing clearly on what is being said by someone else
- Intentional speaking – contributing what has relevance, heart, and meaning to the topic of the moment
- Conscious self-monitoring – considering the impact of words and actions before, during, and after we interact

Principles to Nurture Wise Democratic Process and Collective Intelligence in Public Participation

Tom Atlee, Co-Intelligence Institute

Wise democratic processes are those which utilize a community's or society's diversity to deepen shared understanding and produce outcomes of long-term benefit to the whole community or society. Not all public participation serves this purpose. Public participation can either enhance or degrade the collective intelligence and wisdom involved in democratic processes such as making collective decisions, solving social problems, and creating shared visions. The principles below offer some guidance for designing wise democratic processes.

1. Include all relevant perspectives.
2. Empower the people's engagement.
3. Invoke multiple forms of knowing.
4. Ensure high quality dialogue.
5. Establish ongoing participatory processes.
6. Use positions and proposals as grist.
7. Help people feel fully heard.

Collaborative Loops Meeting Canoe

Richard and Emily Axelrod

The Community Development Society's Principles of Good Practice

1. Promote active and representative participation toward enabling all community members to meaningfully influence the decisions that affect their lives.
2. Engage community members in learning about and understanding community issues, and the economic, social, environmental, political, psychological, and other impacts associated with alternative courses of action.
3. Incorporate the diverse interests and cultures of the community in the community development process; and disengage from support of any effort that is likely to adversely affect the disadvantaged members of a community.
4. Work actively to enhance the leadership capacity of community members, leaders, and groups within the community.
5. Be open to using the full range of action strategies to work toward the long term sustainability and well being of the community.

Consensus

As a decision-making process, consensus aims to be:

- *Inclusive*: As many stakeholders as possible should be involved in the consensus decision-making process.
- *Participatory*: The consensus process should actively solicit the input and participation of all decision-makers.
- *Cooperative*: Participants in an effective consensus process should strive to reach the best possible decision for the group and all of its members, rather than opt to pursue a majority opinion, potentially to the detriment of a minority.
- *Egalitarian*: All members of a consensus decision-making body should be afforded, as much as possible, equal input into the process. All members have the opportunity to table, amend and veto or "block" proposals.
- *Solution-oriented*: An effective consensus decision-making body strives to emphasize common agreement over differences and reach effective decisions using compromise and other techniques to avoid or resolve mutually-exclusive positions within the group.

Dialogue

DIALOGUE	DEBATE
Collaborative: two or more sides work together toward common understanding	Debate is oppositional: two sides oppose each other and attempt to prove each other wrong
Finding common ground is the goal	In debate, winning is the goal
One listens to the other side(s) in order to understand, find meaning, and find agreement	In debate, one listens to the other side in order to find flaws and to counter its arguments
Enlarges and possibly changes a participant's point of view	Debate affirms a participant's own point of view
Reveals assumptions for reevaluation	Debate defends assumptions as truth
Causes introspection on one's own position	Debate causes critique of the other position
Opens the possibility of reaching a better solution than any of the original solutions	Debate defends one's own positions as the best solution and excludes other solutions
Creates an open-minded attitude: an openness to being wrong and an openness to change	Debate creates a closed-minded attitude, a determination to be right
One submits one's best thinking, knowing that other people's reflections will help improve it rather than destroy it	In debate, one submits one's best thinking and defends it against challenge to show that it is right
Calls for temporarily suspending one's beliefs	Debate calls for investing wholeheartedly in one's beliefs
One searches for basic agreements	In debate, one searches for glaring differences
One searches for strengths in the other positions	In debate, one searches for flaws and weaknesses in the other positions
Involves a real concern for the other person and seeks to not alienate or offend	Debate involves a countering of the other position without focusing on feelings or relationship and often belittles or deprecates the other person
Assumes that many people have pieces of the answer and that together they can put them into a workable solution	Debate assumes that there is a right answer and that someone has it
Remains open-ended	Debate implies a conclusion

from Everyday Democracy
(formerly the Study Circle
Resource Center)

$$D \times V \times F > R$$

Richard Beckhard,
basis of Whole Scale Change

Change occurs when the product of:

D = Dissatisfaction with the status quo

V = Attractiveness of the vision for the future

F = clarity about the first next step

are greater than:

R = the strength of resistance to the proposed change.

Dynamic Facilitation

Jim Rough

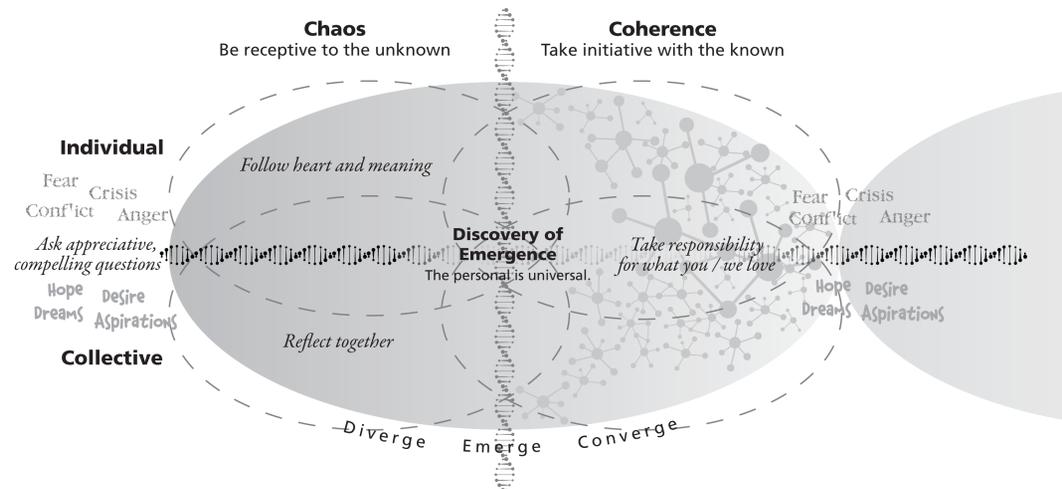
- Listen deeply to each participant, welcoming them just as they are
- Draw out each participant, by inviting them to "say more"
- Use reflection to help each participant connect more fully with what he or she is wanting to say
- Record each participant's contribution
- Actively protect each participant's contribution, by ensuring that participants direct critical comments toward the facilitator instead of toward one another
- "Take all sides" by valuing each participant's contribution
- Welcome and elicit divergent perspectives, while "creating space" for the co-existence of opposing views
- Refrain from "steering toward convergence" in any way
- Provide opportunities for the group to verify any apparent convergences that emerge

From Dynamic Facilitation as a Resource for Self-Organization by Rosa Zubizarreta, rosalegria@igc.org
<http://www.co-intelligence.org/dynamicfacilitationSelfOrg.html>

Conscious Emergence in Social Systems

Peggy Holman

- Be receptive to the unknown
- Ask attractive, compelling question(s)
- Invite the diversity of the system
- Follow what has heart and meaning
- Reflect together
- Sense where the personal becomes universal
- Take responsibility for what “I/we” love as an act of service
- Do it again as new disturbances arise



Terms of Engagement

Richard Axelrod

- Widen the circle of involvement – people and ideas
- Connecting people to each other
- Creating communities for action
- Embracing democratic principles

Future Search Essentials

Marvin Weisbord and Sandra Janoff

- “Whole system” in the room
 - Global exploration before local action
(All looking at the “same elephant”)
 - Focus on future and common ground
 - Self management and responsibility
- Invite people with:
- Authority
 - Resources
 - Expertise
 - Information and
 - Need

Graphic Recording

Nonviolent Communication

Marshall Rosenberg

Nonviolent Communication Skills

1. Differentiating **observation** from evaluation, being able to carefully observe what is happening free of evaluation, and to specify behaviors and conditions that are affecting us;
2. Differentiating **feeling** from thinking, being able to identify and express internal feeling states in a way that does not imply judgment, criticism, or blame/punishment;
3. Connecting with the universal human **needs/values** (e.g. sustenance, trust, understanding) in us that are being met or not met in relation to what is happening and how we are feeling; and
4. **Requesting** what we would like in a way that clearly and specifically states what we do want (rather than what we don't want), and that is truly a request and not a demand (i.e. attempting to motivate, however subtly, out of fear, guilt, shame, obligation, etc. rather than out of willingness and compassionate giving).

Online Environments

Nancy White and Gabriel Shirley

A social architecture

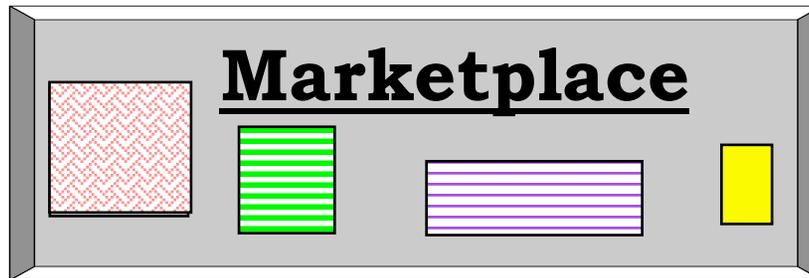
Here are design decisions that help “open the door” to possibilities, inviting participants to bring their thoughts, opinions and issues:

- What’s public and what’s private? Make sure people know what can be “seen” by whom.
- Provide space for informal social interactions, especially for people who will not meet face to face. Discussion topics for introductions, social banter and games help people get comfortable online.
- Create a compelling invitation. This is key to overcoming fear of technology or sense of “yet another thing” to do.
- Provide content and information. Making background information available increases comfort for some participants.
- Structure an “on-ramp” into the space. Start with minimum tools and content areas to prevent overwhelm, and add new areas as needed.
- Balance control and emergence. Structure provides a safe transition to the online environment. Choices support emergent needs and directions. Both are required and balancing them is an art.

Open Space Elements

Harrison Owen

THEME



The Four Principles

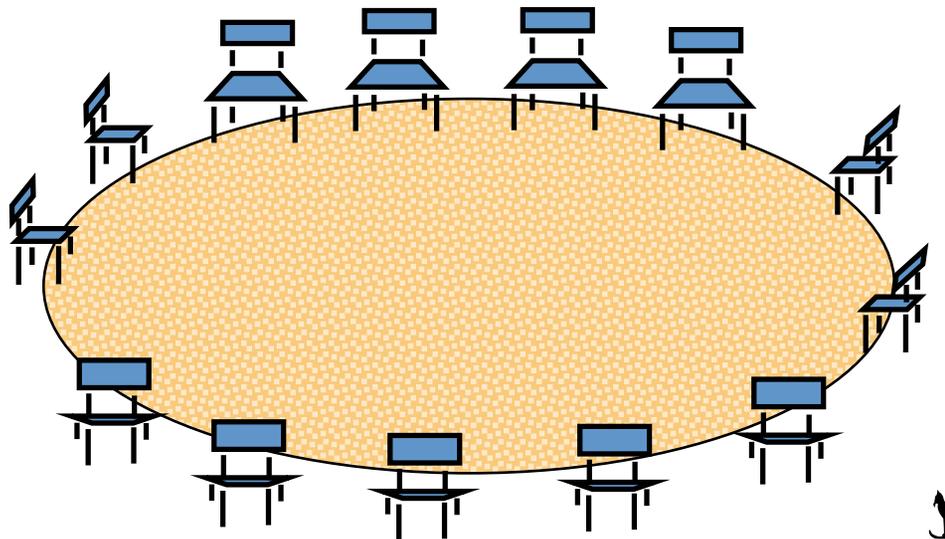
Whoever comes is the right people.

Whatever happens is the only thing that could have.

Whenever it starts is the right time.

When it is over it is over.

The Law of Two Feet



Essence of the Law of Two Feet:
Take responsibility for what you love as an at of service.

Playback Theatre

Jonathan Fox

- Sequence of story. The heart of the playback performance is in the sharing of stories.
- Threads of Meaning. The underlying concerns and interests of the community will reveal themselves through the deeper patterning of the stories.
- Ritual. The ritualistic aspect of Playback Theatre provides an important container for the whole experience. The ritual creates a framework, a definition for the process, within which the unpredictable and the miraculous can manifest. When the ritual is held well by the conductor and the performers, there is a subconscious sense of safety amongst the audience. And in this atmosphere, the most profound as well as the most mundane of personal stories will feel welcomed and honoured.
- Art. Whether performed as a naturalistic scene, or through abstract movement or sound, or as a dance, or with puppets and song (or a combination of these forms), when the heart of the story is captured with a high level of artistry, there can be profound impact and another level of transformation and healing. When this is witnessed as a spontaneous ensemble creation, it offers a deeper experience of our humanity and collective potential.
- Social Interaction. By listening to personal stories we feel and weave the deeper web of our story as a community of people and thus tap into the collective and universal experience. Social change and transformation begins here, as we make space for the stories of the community, through individual voices, and are affected by them.

The International Association for Public Participation's Core Values

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

Rapid Results

Patrice Murphy, Celia Kirwan, Ronald Ashkenas

Principles

- Focus on a transformational challenge
- Carve out a stretch goal
- Organize around short-term time horizons
- Pinpoint clear accountability for results
- Drive experimentation and discovery
- Execute in a planned and disciplined fashion
- Assess learning throughout
- Design methods for the next round
- Scale-up

Impact on an organization's cultural assumptions

The wisdom for change lies within.

Communities develop stronger capability to drive change when people realize that outside experts are not needed to make major change happen.

No more excuses. The 100-day deadline drives an incredible amount of creativity. When people hit obstacles, did what they had to do to get over the obstacles. They took some risks.

Do it, just do it. As projects succeed, participants absorb the learning and move on to more ambitious and sophisticated undertakings.

Make tomorrow start today. Test big strategic concepts very quickly and in a very focused way.

Theatre of the Oppressed

Augusto Boal

Essential Theatre

- Every human being is theatre!
- Theatre is defined as the simultaneous existence — in the same space and context — of actors and spectators. Every human being is capable of seeing the situation and seeing him/herself in the situation.
- Essential theatre consists of three elements: Subjective Theatre, Objective Theatre and the Theatrical Language
- Every human being is capable of acting: to survive, we necessarily have to produce actions and observe those actions and their effects on the environment. To be Human is to be Theatre: the co-existence of actor and spectator in the same individual. This is the Subjective Theatre.
- When human beings limit themselves to observing an object, a person or a space, renouncing momentarily to their capacity and necessity of acting, the energy and their desire to act is transferred to that space, person or object, creating a space inside a space: an Aesthetic Space. This is the Objective Theatre.
- All human beings use, in their daily lives, the same language that actors use on the stage: their voices, their bodies, their movements and their expressions; they translate their emotions and desires into the Theatrical Language.
- All human relationships should be of a dialogic nature: among men and women, races, families, groups and nations, dialogue should prevail. In reality, all dialogues have the tendency to become monologues, which creates the relationship oppressors - oppressed. Acknowledging this reality, the main principle of Theatre of the Oppressed is to help restore dialogue among human beings.

Whole Scale Change

Kathie Dannemiller, et. al.

Whole-Scale works for any consultant who believes and lives the following principles:

- An organization must understand both its history and its present state to create its future.
- It is impossible for an organization to plan effectively without knowing the future it wants.
- Creating a microcosm of the whole organization enables the larger system to change in real time.
- The wisdom is in the people. When you connect people, they have all the wisdom they need to find the answers. Each person's truth is truth.
- When you listen to the client, listen to see the world they see.
- In order to be of service to my clients, I need to love and respect them even—and especially—when I don't agree with them.
- Whole-system solutions must focus on the inter-connectedness of people, processes and technology.
- People are more likely to support what they help to create.

World Café Principles

Juanita Brown, et. al.

Set the Context: Clarify the purpose and parameters within which the dialogue will unfold.

Create Hospitable Space: Assure the welcoming environment and psychological safety that nurtures personal comfort and mutual respect.

Explore Questions That Matter: Focus collective attention on powerful questions that attract collaborative engagement.

Encourage Everyone's Contribution: Enliven the relationship between the “me” and the “we” by inviting full participation and mutual giving.

Cross-Pollinate and Connect Diverse Perspectives: Use the living system dynamics of emergence through intentionally increasing the diversity of perspectives and density of connections while retaining a common focus on core questions.

Listen Together for Patterns Insights and Deeper Questions : Focus shared attention in ways that nurture coherence of thought without losing individual contribution.

Harvest and Share Collective Discoveries: Make collective knowledge and insight visible and actionable.