



Design with
Dialogue

Artful & Disciplined Dialogue for Today's Wicked Problems

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C2D2 2009

Dialogic Design
INTERNATIONAL

BOSTON TORONTO PHILADELPHIA
DAYTON ATLANTA CRETE GREECE



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About me & us

Designer / Dialogue as design *perspective* & tool

Agoras Institute / Dialogic Design International

Researcher / Educator / Practitioner

Introductions en route!





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What are Today's Wicked Problems?

Who works in :

EDUCATION?

PEACE / FOREIGN / DEFENSE?

ENVIRONMENTAL SUSTAINABILITY?

URBAN PLANNING?

SOCIAL/ECONOMIC POLICY?

What's NOT a wicked problem?



Principles from Rittel, Simon, Christakis ...

Wicked problems require a *design* approach.
Not *individual* designers – *social design*.

Autonomy & authenticity conserved.

Due care to minimize impacts of power in planning.

All stakeholders of a problem system engaged.

Systems principle of (Ashby's) Requisite Variety:

Sufficient variety of inputs that match system variety



Design as *Sensemaking*, not problem solving

“A motivated, continuous effort to understand connections (among people, places, & events) in order to anticipate and act effectively.”

As a ...

We make sense of ...

Individual

“the situation”

My concerns

Relationship



Our concerns

Collaboration

Shared situation

Collective

Collective concern



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DIALOGUE & DELIBERATION

Strategic

Charettes

**Structured
Dialogic Design**

Scenario building

Democratic

Town Hall sessions

Future Search

World Café

Open Space

Generative

Socratic inquiry

User co-design

Brainstorming

Open

Guided

Structured



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PROGRESSIVE DIALOGUES FOR SENSEMAKING WICKED PROBLEMS

Conversation

Discovering

Dialogue

Understanding

Deliberation


Wise action



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***Sensemaking* in Conversation >**

Social design starts with a conversation for *possibility*.
Open, interactive, discovering what's available & possible.



How might we reenergize
our downtown and bring
employers back to the
city?



How can I help?





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Sensemaking in Dialogue >

FINDING COMMON GROUND



What is *dialogue*?

Is dialogue just a collective conversation?

Buber Dialogic encounter : *I-Thou*

Gadamer *As a fusion of horizons*

Bohm **About the process of reflection itself & the willingness to change our thoughts & selves**

*A committed conversation for understanding.
From discovery to the co-creation of meaning.*



ART OF HOSTING

A way of being and a set of practices & principles that prepare us to convene strategic conversations.

Principles include:

Hosting Ourselves
Deep Listening
Chaordic Emergence
The “Container”

Practices include:

Circle
World Café
Open Space
Appreciative Inquiry
Five Breaths



What is *Structured Dialogue*?

Methodology developed to address root causes of wicked problems

- Created in 70's, after notable failures to solve world problems.
- **Used in Cyprus peace dialogues, WHO disease mgt, forestry, education**

Consensus among very disparate stakeholders

- All decisions are collected through inclusive “supermajority” voting

Elicits root causes AND interconnections

- Grounded & sustained by systems science, visually describes system

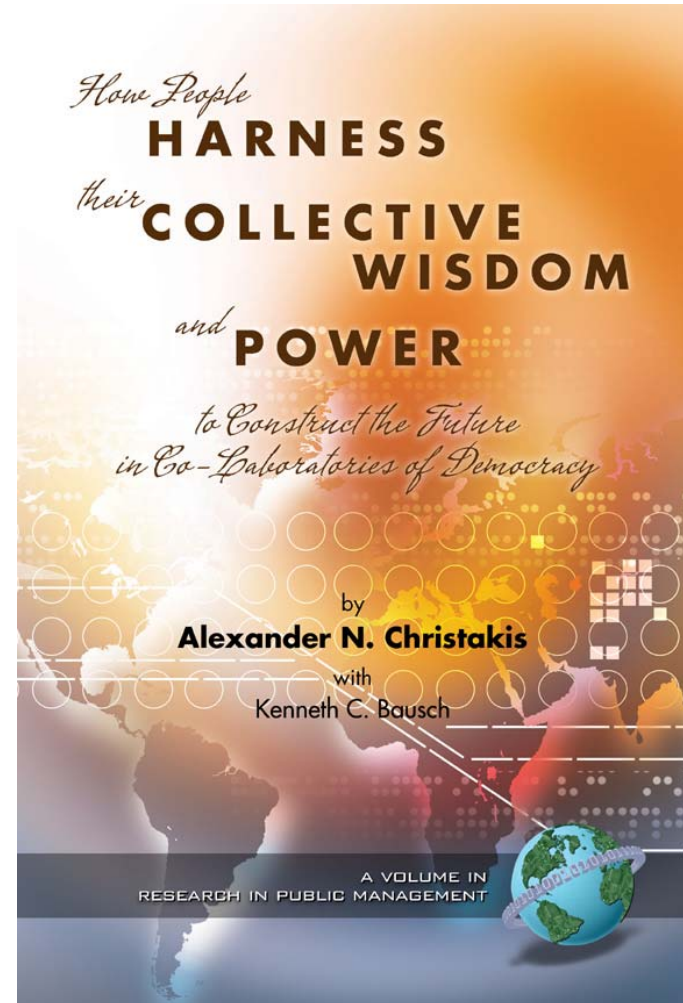
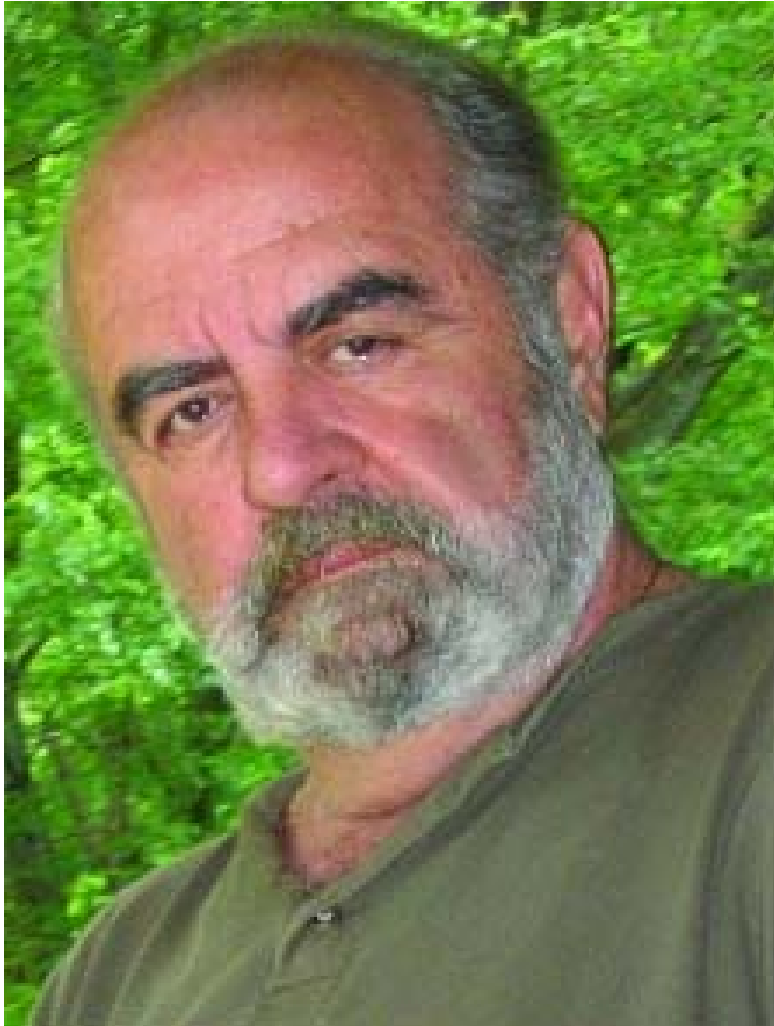
Radically democratic

- Exacting method for equality & autonomy in engagement



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STRUCTURED DIALOGIC DESIGN





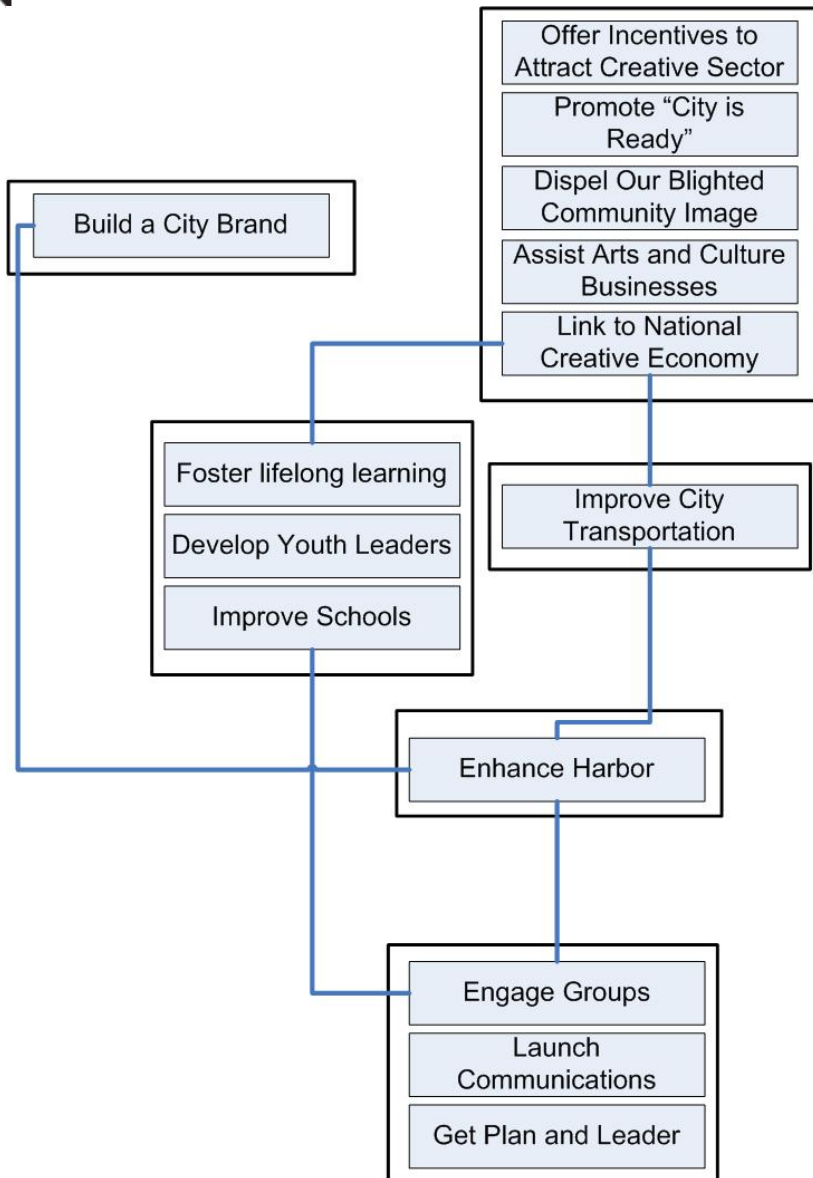
Dialogue Co-Laboratory

Largely co-located, onsite
15-30+ participants
Mixed media & real-time display

Cogniscope
ISM software

Facilitator-
managed

Screen share
Teleconference
Wiki support



Influence maps created in SDD workshop.

All stakeholders voices included & recorded.

Only by collaborative inquiry could ALL agree to deploy energy & resources to achieve it.

The “deep drivers” show mechanisms & path to link the “creative economy” into the city’s economic planning process.

Using this view the city identified action options and organized a working action plan.

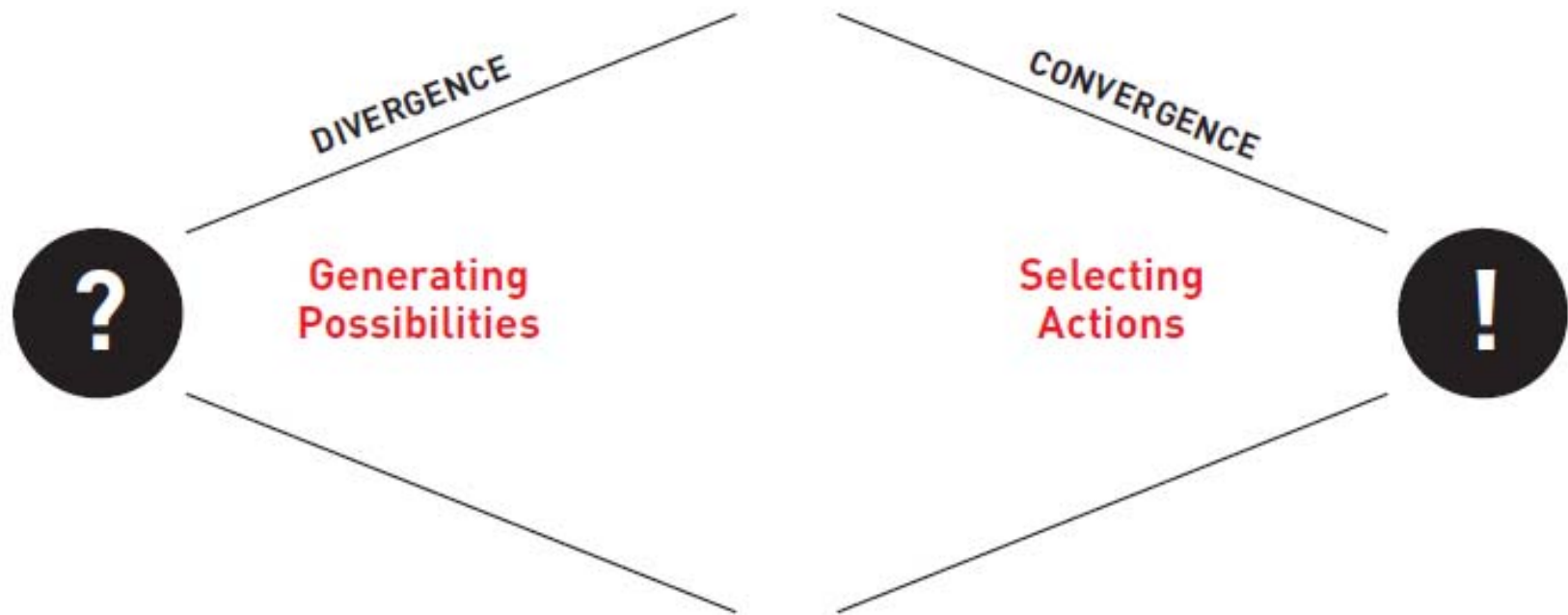
Today that plan is still collaboratively supported with time and energy contributed by all parties who engaged in developing the action plan.



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In both (perhaps all) design practices we

...





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PROGRESSIVE DIALOGUES FOR SENSEMAKING WICKED PROBLEMS

Conversation

Discovering

Dialogue

Understanding

Deliberation

Wise action

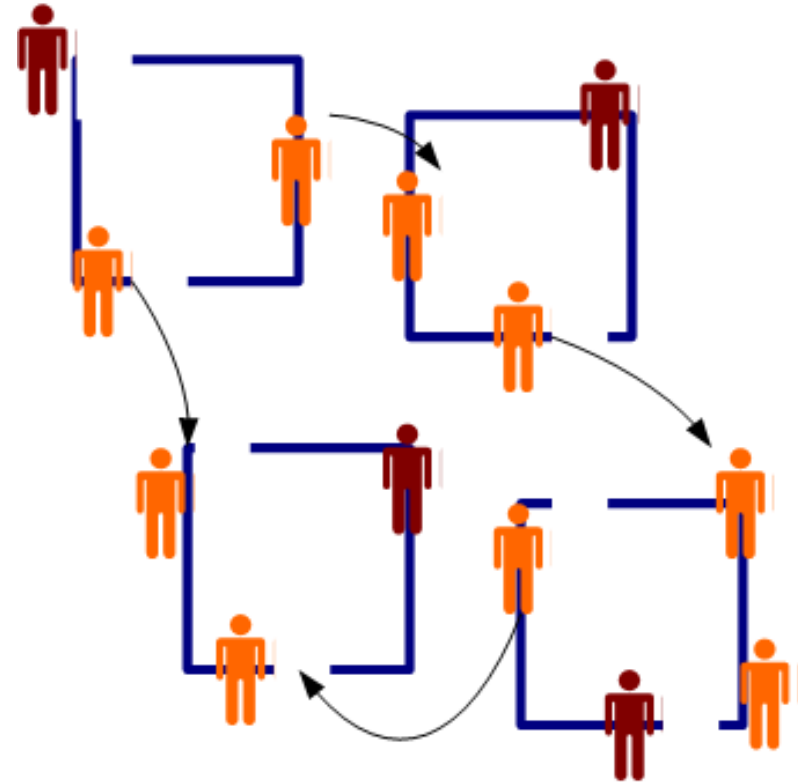


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DISCOVERY CAFÉ

A World Café process

1. Tables for groups of 4-5
2. Brainstorm your questions
3. Write on pad
4. Switch tables except a table Host
5. Dialogue & select a question for your table





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DISCOVERY CAFÉ

WHAT QUESTIONS DRIVE YOU TO CREATE A BETTER FUTURE?

**You are sharing & writing your
individual “big” questions**

7 min then switch



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DISCOVERY CAFÉ

**OF YOUR TABLE'S IDEAS, WHICH
ONE IS THE RESONANT QUESTION?**

**You are converging on a single
theme question for table.**

5 min



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HARVEST

SHARE THAT QUESTION & YOUR PROCESS



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PROGRESSIVE DIALOGUES FOR SENSEMAKING WICKED PROBLEMS

Conversation

Discovering

Dialogue

Understanding

Deliberation

Wise action



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STRUCTURED DIALOGUE

Nominal Group Technique
Clarification
Affinity clustering

**You are sharing & writing your
individual big questions**

7 min then switch



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STRUCTURED DIALOGUE - NGT

1. Join NEW group with those who share your question.
2. Reframe the question to capture your joint concerns.
3. **Respond to the question with 2-3 ideas per person.
1 response per sticky note.**
4. Be sure to Clarify your items with each other.
5. Cluster similar items. Write a title over the cluster.

Take 15 min. & then end at bell.



STRUCTURED DIALOGUE - Planning

1. Select one item per cluster as the most responsive.
2. For that response ask “How might we accomplish that?”
3. Brainstorm a new set of items (1 per sticky) addressing that question.

Take 12 min. & then end at bell.



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HARVEST & SHARE

What did you learn about the problem you're interested in?

What did you discover about these practices?

What did you notice about your response to the practices?

How did these call forth different ways of engaging & listening?



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Meets @ OCAD

Strategic Innovation Lab (600)

Dialogues.wetpaint.com

Slides or questions: Peter Jones peter@designforcare.com

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