

ENGAGEworkshop

Communication is Key

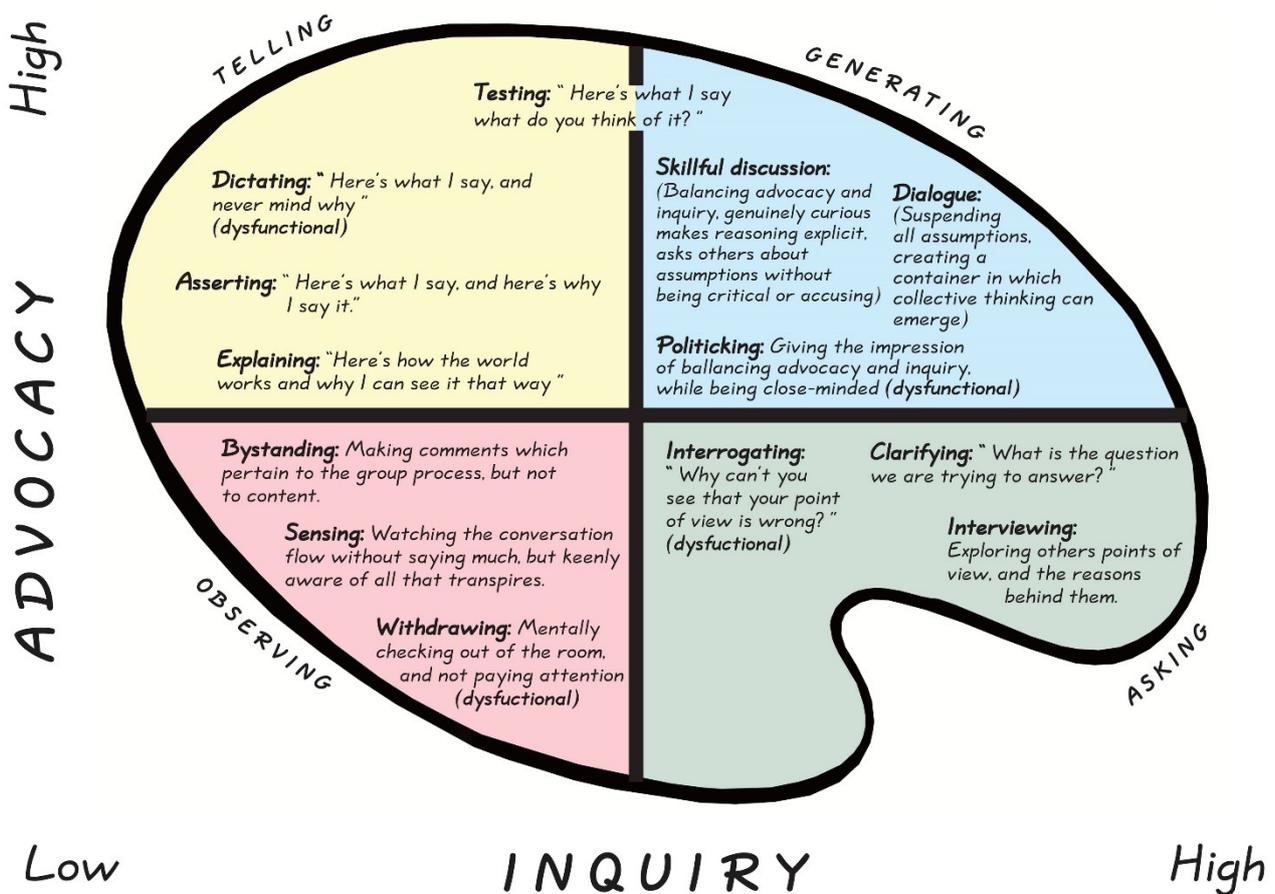
Safety Culture starts with the Conversation

Advocacy & Enquiry

Balancing advocacy and inquiry is one way for individuals, by themselves, to begin changing a large organization from within.

The purpose of these conversational recipes is to help people learn the skills of balancing inquiry and advocacy. Use them whenever a conversation offers you an opportunity to learn - for example, when a team is considering a difficult point that requires information and participation from everyone on the team.

The following diagram illustrates the approaches that can be taken to ensure that advocacy and enquiry are considered and balanced in the communication strategy.



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<u>What to do</u>	<u>What to say</u>
1. Protocols for Improved Advocacy <i>Make your thinking process visible (walk up the ladder of inference slowly).</i>	
<ul style="list-style-type: none"> State your assumptions, and describe the data that led to them. Explain your assumption. Make your reasoning explicit. 	<ul style="list-style-type: none"> "Here's what I think and here's how I got there." "I assumed that. . ." "I came to this conclusion because. . ."
<i>Publicly test your conclusions and assumptions</i>	
<ul style="list-style-type: none"> Encourage others to explore your model, your assumptions, and your data. Refrain from defensiveness when your ideas are questioned. 	<ul style="list-style-type: none"> "What do you think about what I just said?" or "Do you see any flaws in my reasoning?" or "What can you add?"
2. Protocols for Improved Inquiry <i>Ask others to make their thinking process visible.</i>	
<ul style="list-style-type: none"> Use unaggressive language. Ask in a way which does not provoke defensiveness or "lead the witness." Draw out their reasoning. Explain your reasons for inquiring. 	<ul style="list-style-type: none"> "Can you help me understand your thinking here?" "What is the significance of that?" "How does this relate to your other concerns?" "Where does your reasoning go next?" "I'm asking you about your assumptions here because. . ."
<i>Compare your assumptions to theirs</i>	
<ul style="list-style-type: none"> Test what they say by asking for broader contexts, or for examples. Listen for the new understanding that may emerge. 	<ul style="list-style-type: none"> "How would your proposal affect. . .?" "Is this similar to. . .?" "Can you describe a typical example. . .?"
3. Protocols for Facing a Point of View With Which You Disagree	
<ul style="list-style-type: none"> Make sure you truly understand the view. Raise your concerns and state what is leading you to have them. 	<ul style="list-style-type: none"> "If I understand you correctly, you're saying that. . ." "I have a hard time seeing that, because of this reasoning. . ."
4. Protocols for When You're at an Impasse	
<ul style="list-style-type: none"> Look for information which will help people move forward. Consider each person's mental model as a piece of a larger puzzle. Ask for the group's help in redesigning the situation. 	<ul style="list-style-type: none"> "What do we know for a fact?" "What don't we know?" "What do we agree upon and what do we disagree on?" "Are we starting from two very different sets of assumptions here?" "It feels like we're getting into an impasse. Have you got any ideas that will help us clarify our thinking?"