

CREATING THE CONDITIONS FOR SUCCESS

We reframe our **communications** to be something more than a means of solving problems and influencing others through talking and listening. We are constantly exploring, challenging and testing our mental models and others'. To do that, it takes a change of mind about how we communicate with others and a shift in thinking to communicate more effectively – to engage!

FROM	TO
Assuming there is one best way to understanding complex problems	Assuming there are different ways to understanding complex problems
Assuming your point of view is complete and addresses the important aspects of the situation	Assuming your point of view is incomplete and misses some aspects of the situation
Regarding your point of view as a fact that should be obvious to others	Regarding your point of view as a hypothesis to be explored with others
Proposing options in either-or, win-lose terms	Inventing ways to test or explore options together
Minimising concerns and finding ways to bypass them	Actively seeking others' concerns and revising your plan in light of them
Discounting criticism and considering it as a threat	Using criticism to continually improve
Searching for data and views that only serve to confirm your opinion	Searching for data and views that may alter your opinion

Adapted from Diana Smith, Action Design Inc.

