



Partnership for Social Accountability Network - Mongolia

**Social Accountability Learning-in-Action Program**



# **Constructive Engagement: Dialogue & Collaborative Problem-Solving**

16 November 2010

# LEARNING OBJECTIVES

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- ▶ **To understand and appreciate**
  - ▶ the concept, principle, and importance of constructive engagement in SAc
  - ▶ the practice of dialogue in collaborative problem-solving
- ▶ **To start to become aware of one's practice of**
  - ▶ active listening
  - ▶ feedback giving and receiving
  - ▶ framing and re-framing



# ACTIVITY: ROLEPLAY

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- ▶ Draw lots on roles
  - ▶ Participants (10)
  - ▶ Group Observer (10)
  - ▶ Participant Observer (20)
- ▶ Approach facilitator for more information on your assigned role
- ▶ 10 minutes to prepare notes
- ▶ ROLEPLAY
- ▶ Processing and input (Tues, 16 Nov)



# What to observe

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## ▶ For PARTICIPANT OBSERVERS

- ▶ Key messages of participants
- ▶ Interest of participants
- ▶ How participants craft and deliver messages
- ▶ Body language of participants
- ▶ Who participants often address

## ▶ For GROUP OBSERVERS

- ▶ How different participants interact
- ▶ Quality of interaction between and among different participants
- ▶ Effectiveness of participants' messages
- ▶ Hidden interests of stakeholders
- ▶ How the chair (MoE representative) manages the process
- ▶ Who gets to speak most and why



# CONSTRUCTIVE ENGAGEMENT

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*process of building a mature  
relationship between two  
naturally opposable parties that  
are bound by a given reality.*



# CONSTRUCTIVE ENGAGEMENT: COMPETENCIES

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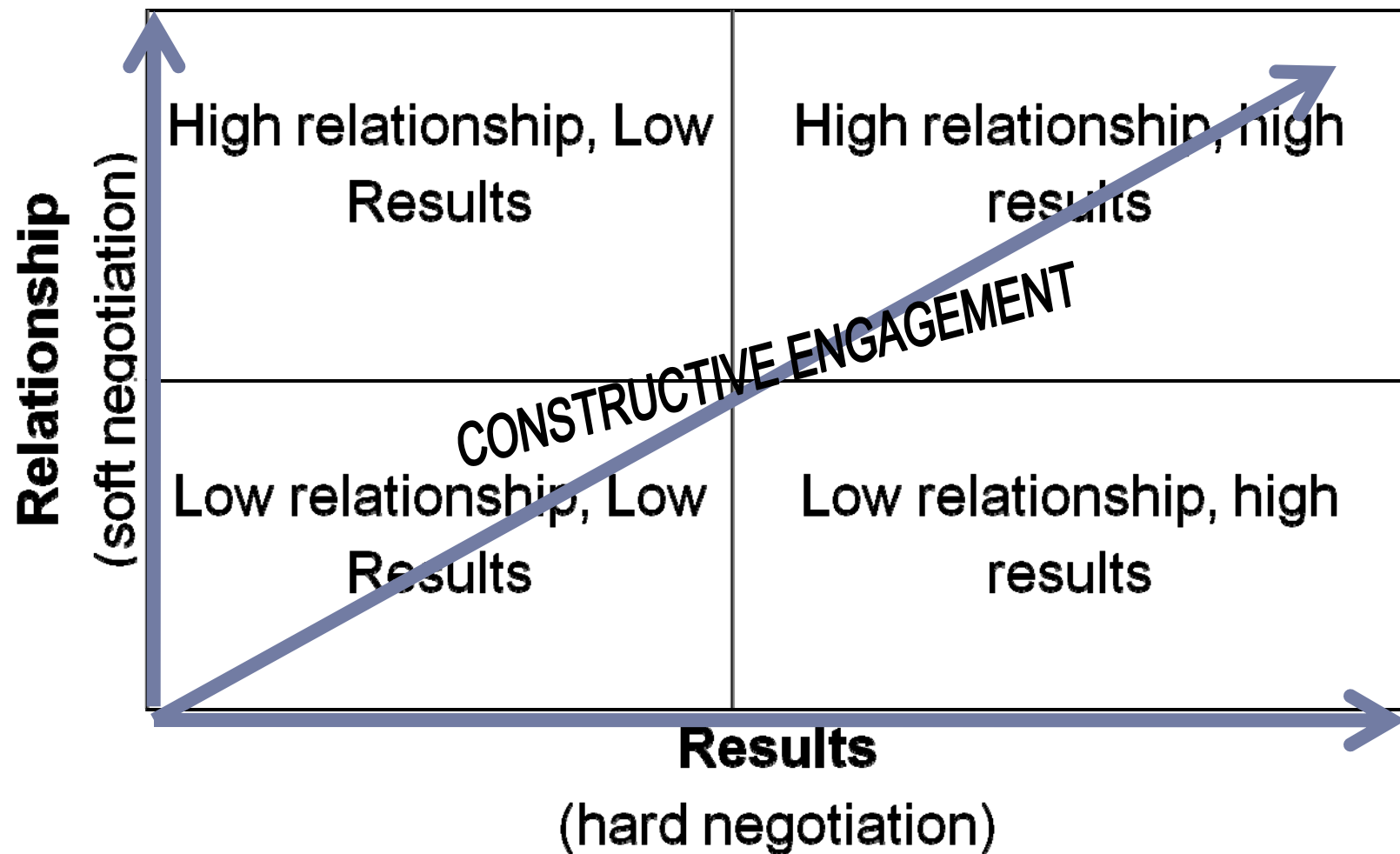


***sustained dialogue &  
creative problem-solving  
while continuing to assert  
needed changes and reform***

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# CONSTRUCTIVE ENGAGEMENT: ELEMENTS



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# CONSTRUCTIVE ENGAGEMENT: CHARACTERISTICS

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- ▶ Trust-building between citizen groups and government (build up incentive to partnership building)
- ▶ Evidence-based (using data and information)
- ▶ Results- or solution-oriented (with concrete end outcomes benefiting the people especially the poor)
- ▶ Sustained and sustainable engagement (mature partnerships)

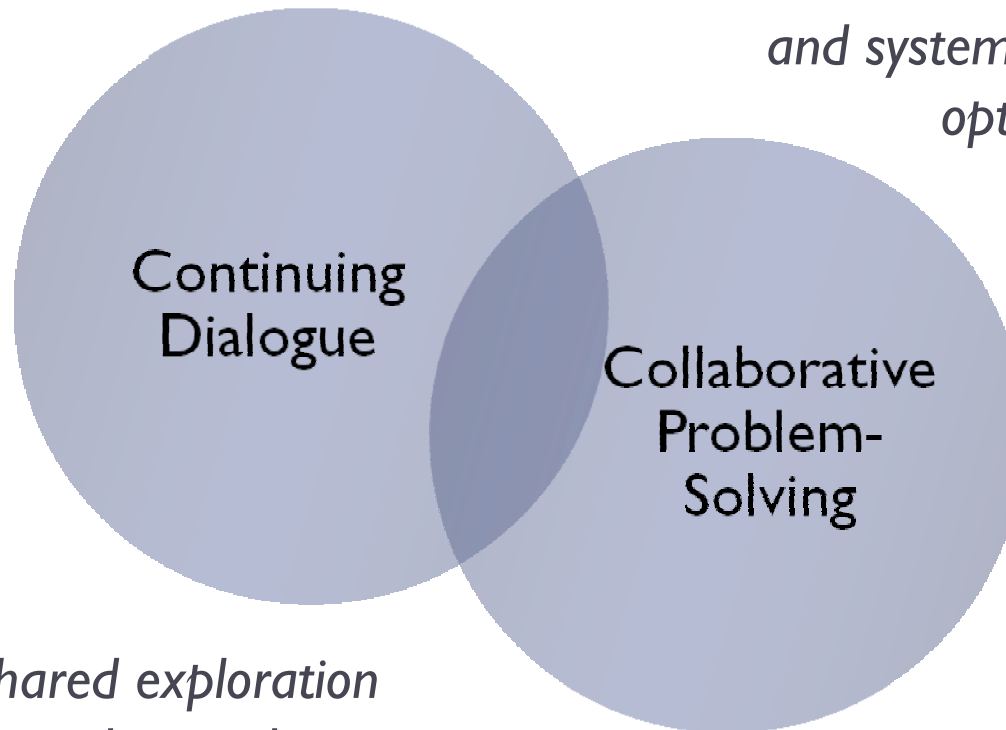




# DIALOGUE AND PROBLEM-SOLVING

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*involves creative inquiry, negotiation  
and systematic deliberation on  
options towards action*



*a process of “shared exploration  
towards greater understanding,  
connection, or possibility” (The Co-  
Intelligence Institute, 2003)*



# CONSTRUCTIVE ENGAGEMENT AND COMMUNICATION

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- ▶ *Communication: a process that involves exchange of information, thoughts, ideas and emotions*

## MEANS

Verbal  
Nonverbal

## DIMENSIONS

Expressing  
Understanding



# EFFECTIVE COMMUNICATION: DIALOGUE

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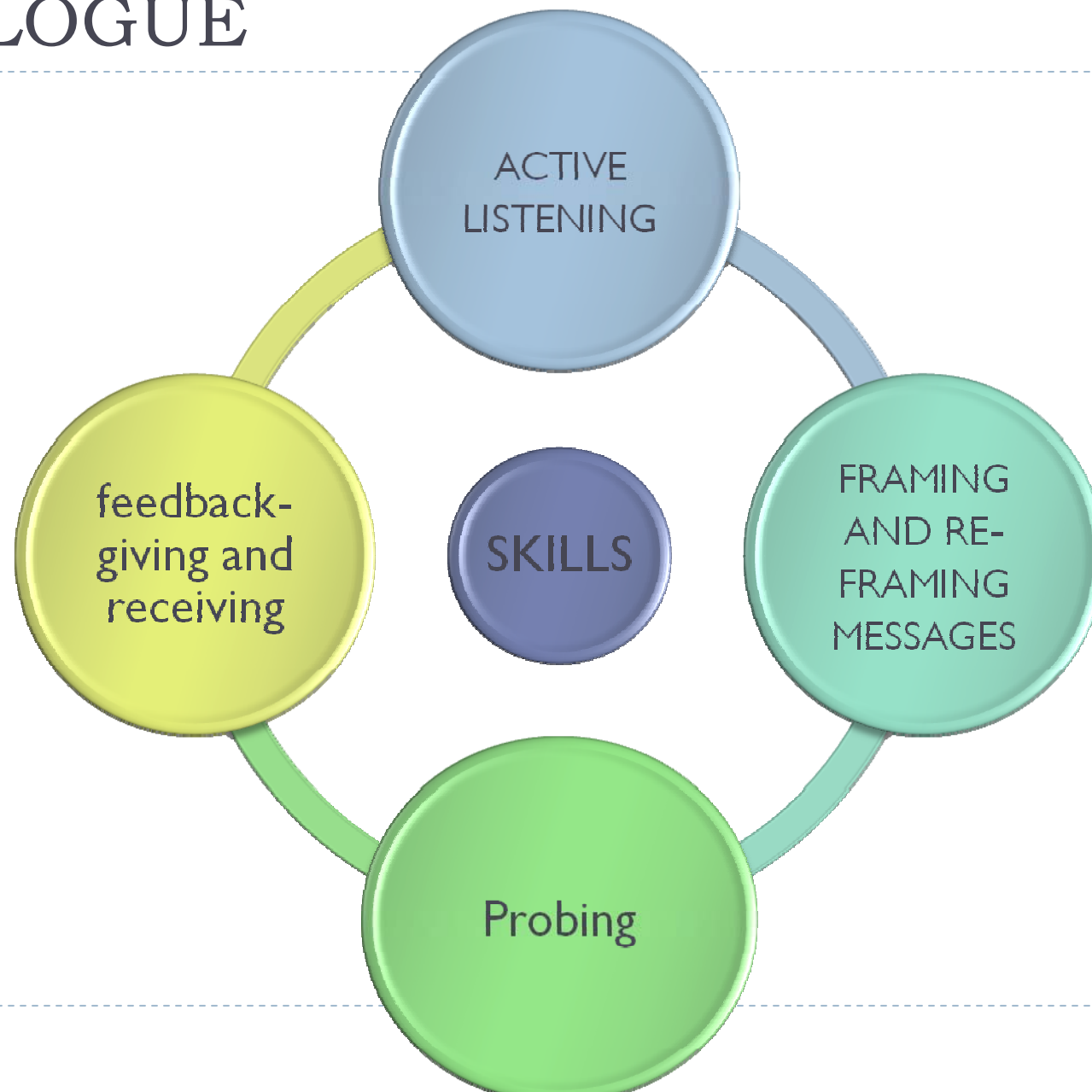
**Dialogue** is a process of “shared exploration towards greater understanding, connection, or possibility” (The Co-Intelligence Institute, 2003)

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# DIALOGUE

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# Why listen?

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People prefer talking to listening...



- ▶ Listening complements people you listen to; it shows that you care
- ▶ Listening builds trust
- ▶ You learn and become more effective



# 3 steps in listening

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- ▶ **Hearing** (catching what is said)



- ▶ **Understanding** (interpreting what is said)

- ▶ **Judging** (determining if it makes sense and deciding what your options are)



# Challenges to Listening

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- ▶ Our listening speed is faster than other people's speaking speed
- ▶ There is a lot of “dead” time in the communication process





***To listen well, is as powerful a means of influence as to talk well, and is as essential to all true conversation.***

**Chinese Proverb**





### 3 Basic Listening Modes

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- ▶ **Competitive or Combative Listening**
- ▶ **Passive or Attentive Listening**
- ▶ **Active or Reflective Listening**



# Practical Tips on Active Listening

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# DIALOGUE

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# FRAMING AND DELIVERY OF THE MESSAGE

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- ▶ Be specific in describing issues
- ▶ Be conscious of how you position yourself and the others



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# Re-framing

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## **CONTEXT**

- ▶ Question: In what context could this be useful?
  - ▶ Exercise: It annoys me when a person does . . .

## **CONTENT**

- ▶ Question: What else could this mean?
- ▶ - Exercise: Newspaper bylines



# Rephrasing

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Translating toxic comments (not nice to hear) into neutral, useful comments.

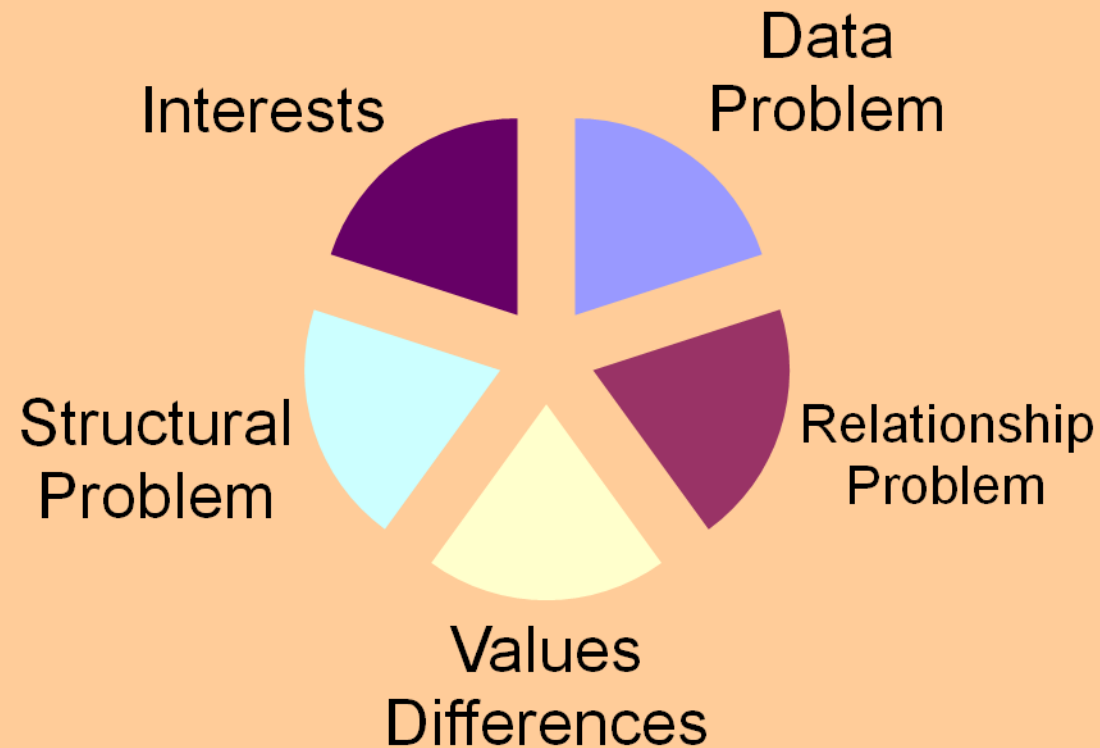


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# Issues of Context and Content



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# Tips in Reframing

- Listen
- Ignore “garbage”
- Work to understand interests;
- Restate in neutral, positive words that capture the speaker’s interests (So, what is important to you is ...”)



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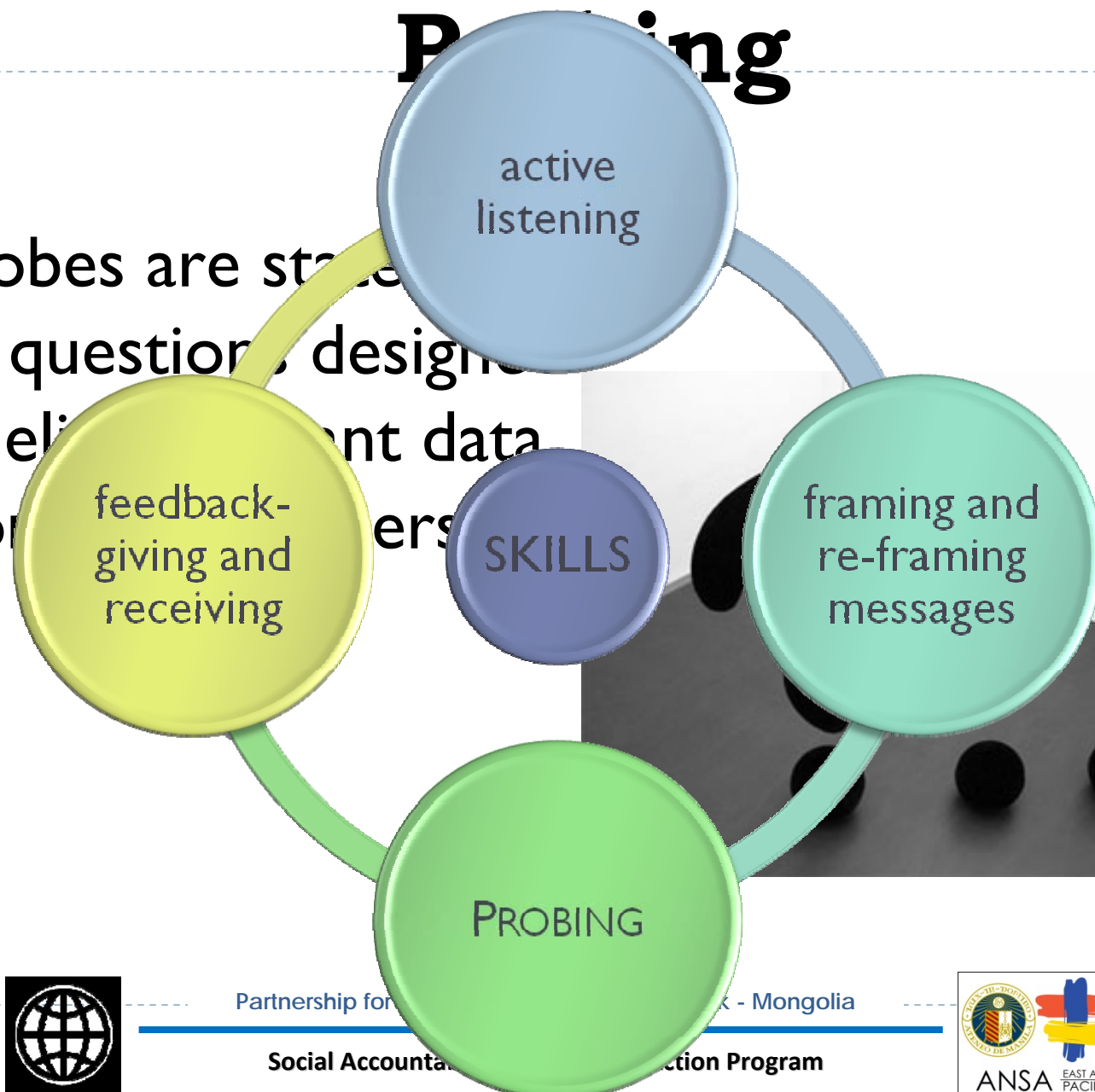
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# Probing

Probes are statements or questions designed to elicit relevant data from interviewees



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# Procedures of Probing

- Ask open-ended questions: what, why, how
  - What do you want?
  - How will you know you get it?
- It will help to organize questions. The ORID framework can help: Objective (situation/facts), Reflective (feelings/values), Interpretative (analysis), Decisive (Actions)
- Ask one question at a time;
- Give the other person time to answer. Don't immediately fill up the silence;
- Reinforce answers verbally



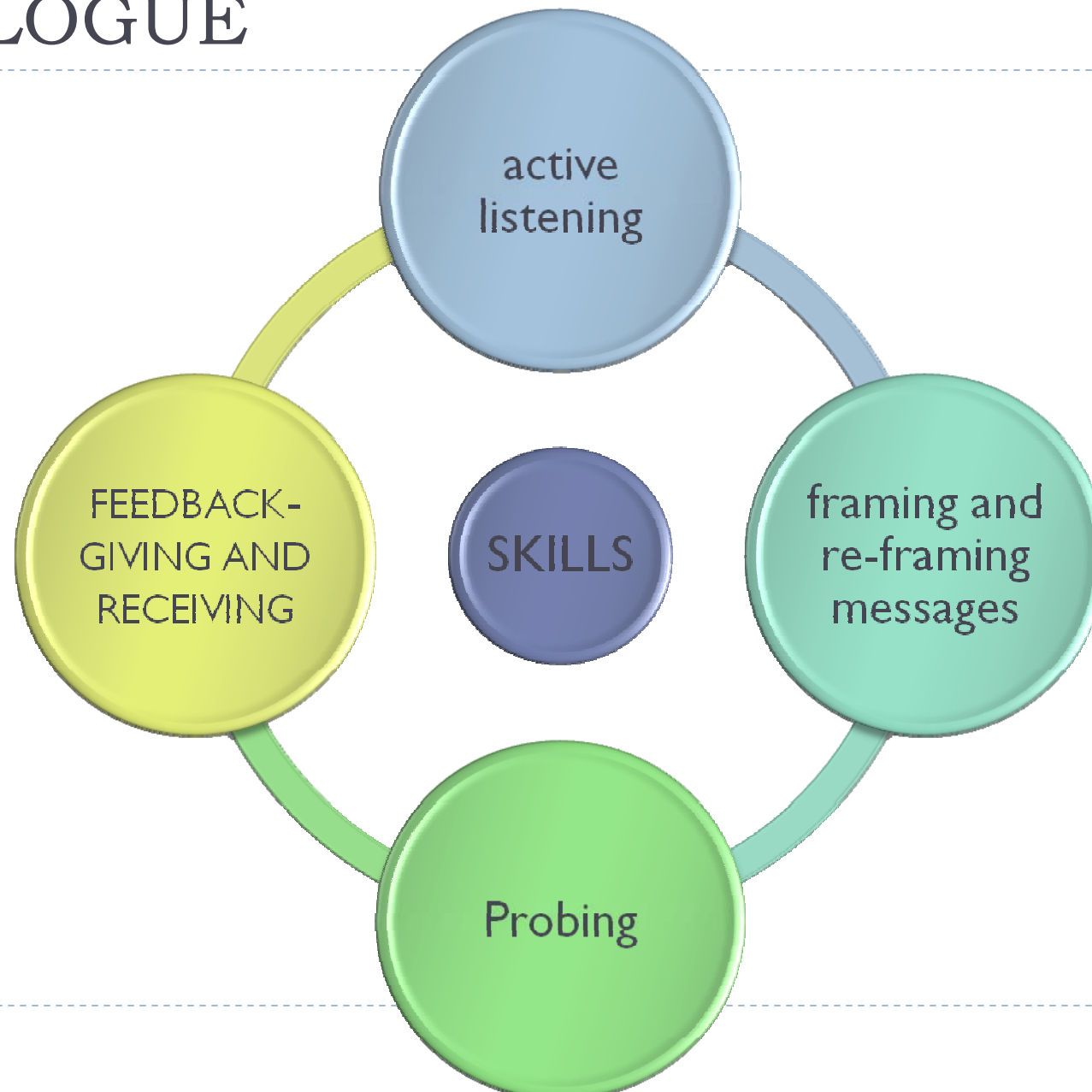
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# DIALOGUE

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# Feedback

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- ▶ An evaluative response to a message

▶ Positive



▶ Negative

# Feedback: Giving

## STEPS:

Constructive/Corrective  
Feedback

Describe

Express/explain

Suggest

Contract/compromise/conse  
quence



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# Receiving Feedback

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- ▶ **Acknowledge feedback.**
- ▶ Ask: *Is the feedback fair?*
- ▶ Think: *How should I react?*
- ▶ Remember: *Feedback-giving is not about being the bad cop.*



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“The most important thing in  
communication is to hear  
what isn't being said.”

