Advocacy & Inquiry

Telling

Testing: "Here's what I say. What do you think of it?"

Dictating: "Here's what I say, and never mind why." (dysfunctional)

Asserting: "Here's what I say, and here's why I say it."

Explaining: "Here's how the world works and why I see it that way."

Generating

Skillful discussion: Balancing advocacy and inquiry, genuinely curious, makes reasoning explicit, asks others about assumptions without being

critical or accusing.

Dialogue: Suspending all assumptions, creating a "container" in which collective thinking can emerge.

> **Politicking:** Giving the impression of balancing inquiry and advocacy, while being closeminded. (dysfunctional)

Low

Observing

ADVOCACY

Bystanding: Making comments which pertain to the group process, but not to content.

Sensing: Watching the conversation flow without saying much, but keenly aware of all

that transpires. Withdrawing: Mentally checking out

> of the room, and not paying attention. (dysfunctional)

question we are trying to answer?"

Interrogating: "Why can't you see that your point of view is wrong?" (dysfunctional)

> **Interviewing:** Exploring others point of view and the reasons **Asking** behind them.

Clarifying: "What is the