

Dialogue in Leadership

Communicating Across Conflict

CAMPUS DIALOGUE & DELIBERATION

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HARING 1153

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What does
Campus
Dialogue &
Deliberation do?



Objectives

- ❑ Understand **what dialogue is**
- ❑ **Learn how to ask strong questions** to communicate across conflict
- ❑ **Practice** applying the questions

Icebreaker

- Name
- Pronouns
- Major
- What's one word you think of when you hear "dialogue"?

What is dialogue?

Hal Saunders

"Dialogue is a process of genuine interaction through which human beings listen to each other deeply enough to be changed by what they learn...No participant gives up their identity, but each recognizes enough of the other's valid human claims so that they will act differently toward the other."

**Dr. Harold Saunders, Founder of
Sustained Dialogue Institute (SDI)**



The Three D's

Discussion	Debate	Dialogue
Conceptual and/or conversational	Competitive	Collaborative, towards a sense of community understanding
Presents ideas, often in a “clean” or “sophisticated” way	Succeed or win, often by proving others’ logic to be ‘wrong’	Re-evaluate and acknowledge assumptions and biases
Share information, seek ‘neutral’ conclusions	Focus on ‘right’ and ‘wrong’ through evidence	Bring out areas of ambivalence
Seek answers and solutions	Look for weakness	Look for shared meanings
Give answers, often those in accordance with academic standards	Search for flaws in others’ logic; critique their position	Discover collective meaning; reexamine and destabilize long held ideas
Listen to find places of disagreement or to gather rational pieces of an argument	Listen to form counterarguments	Listen without judgment and with a view to understand
Avoid areas of strong conflict and difference	Focus on conflict and difference as an advantage	Articulate areas of conflict and difference
Retain relationships	Disregard relationships	Build relationships
Avoid silence	Use silence to gain advantage	Honor silence
<small>The Dialogue vs. Discussion table was adapted from: <i>Differentiating Dialogue From Discussion: A Working Model</i> (Kardn and Sevig, 1997) and <i>Exploring the Differences Between Dialogue, Discussion, and Debate</i> (Tanya Kachwaha, 2002, adapted from Huang Nissan, 1999).</small>		

Foundation

ADAPTED FROM SUSTAINED DIALOGUE INSTITUTE

Deep Listening

- Be present, focusing on the moment

Suspension of Judgment

- Develop the ability to witness what others are saying without evaluating

Identifying Assumptions & Biases

- Make assumptions known
- “Tell me more about that”

Reflection & Inquiry

- use 'I' statements

Individual's Lived Experiences

Big 10+ Dimensions of Social Identity

What else?

Dimension	Dominant Group	Target Group
Race & Color	White folx, light-skinned folx	Minority people of color (POC): Black, Brown, Indigenous, Latinx/Hispanx, Pacific Islander, Middle Eastern, Asian, Multiracial; dark-skinned folx
Ethnicity	European descent	Other ancestral background
Sex	Men	Women and intersex folx
Gender	Cisgender men and women	Trans, non-binary (NB)
Sexual Orientation	Heterosexual individuals	Gay, Lesbian, Bisexual (bi), Asexual (ace), Pansexual (pan), and others
Class/Socioeconomic Status (SES)	Middle-class, wealthy, those with reliably wealthy social networks	Working class, low-income, chronically impoverished
Citizenship & Nationality	Legal citizens born in country; those with green cards Immigrants from predominantly White countries	Undocumented, refugees, asylees, Immigrants from minority dominant countries
Religion	Christian	Jewish, Muslim, Hindus, Sikhs, Buddhists, others
Disability & Mental Health	Able-bodied folx, neurotypical folx	Developmental disability, physical disability, those with mental health issues
Political Affiliation	Those represented by representatives or well-established lobbying groups; those with access, knowledge, and time to influence political processes	Those excluded from process (gerrymandered areas, convicted felons); those without influential representatives or lobbying groups
Age	Young and middle-aged adults	Elderly, teenagers, children

Tools

WHAT DO YOU THINK ARE QUALITIES OF AN EFFECTIVE LEADER?

HOW DOES DIALOGUE FIT IN?

Dialogue in Leadership

- *Respect* your team
- Incorporate *different perspectives* into your work
- Celebrate *diversity*
- *Challenge* your own beliefs
- *Improve* team dynamics
- Learn how to have *healthy conflicts*

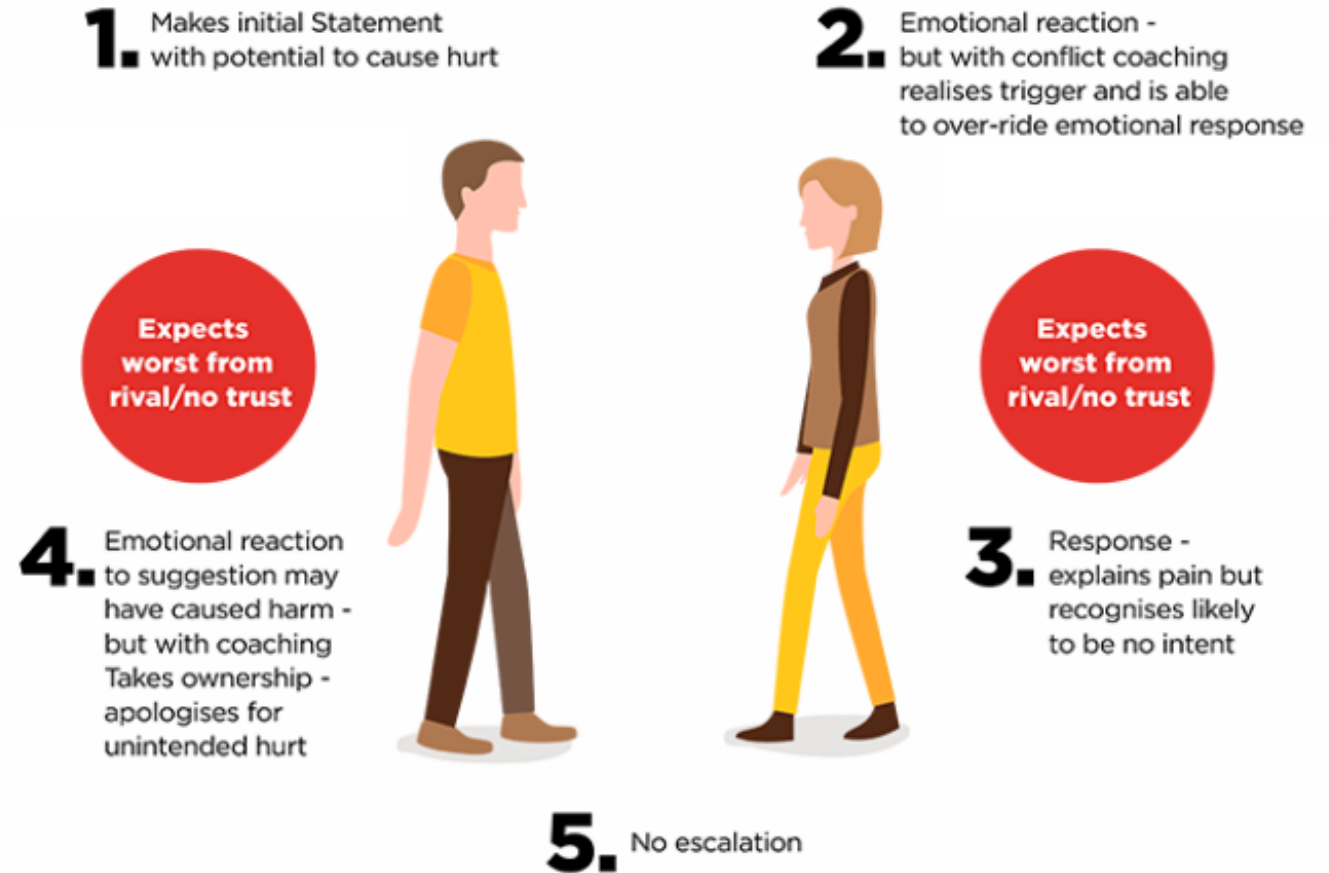
“The single biggest problem in communication is the illusion that it has taken place.”

– George Bernard Shaw

Intent vs. Impact

A good rule of thumb:
Ask for clarification
before assuming
malintent.

The Dynamics of Intent & Non-Intent



2 C's: Intervening in Tense Conversation

1. **Clarify** the speaker's comment to get a sense of what they are actually saying
2. **Change the conversation to experiences**

- What do you think this means to you?
- How do you think it has affected your perspective?
- What did you think/feel at the time?

Identifying what people don't say can be just as important as hearing what they are saying.

Ask open-ended questions from a place of curiosity, not suspicion

Example:

Someone says they don't want to vaccinate their child.

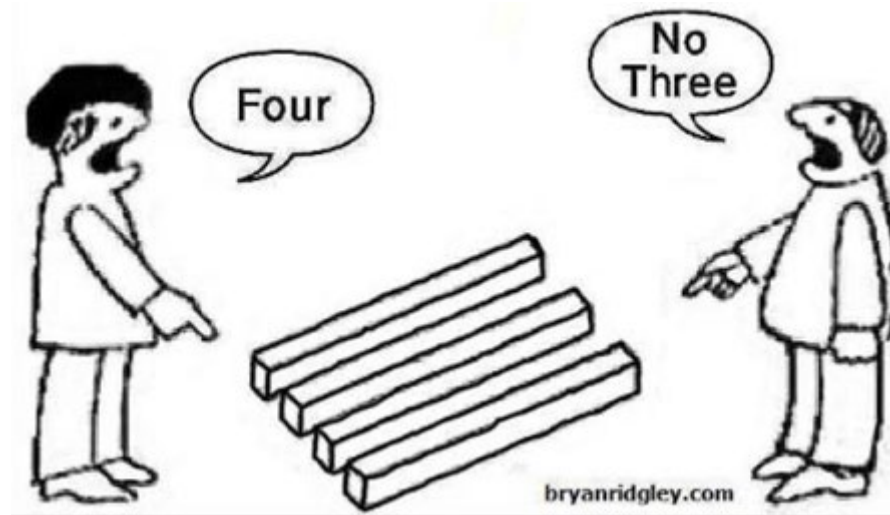
Immediate response:

“What do you mean? That's ridiculous! Do you know how much of a health risk that is??!!?!”

How can you rephrase your response using the 2 C's?

Application

Four Corners Activity



You can only be successful in
society if you work hard enough.

Remember...

- Inquire from a place of curiosity, not judgment.
- Ask for and share about life experiences that have shaped hopes, concerns, values, and views.
- Note uncertainties, gray areas, and complexities for self and others.
- Ask and explain about meanings of words, especially if they are charged.

Debrief

- What stood out to you from that experience?
- When do you see yourself using these tactics as a leader?
- How does this connect to socially conscious leadership?
- What surprised you?
- What do you want to talk further about?

Revisiting our Objectives

- ❑ Understand **what dialogue is**
- ❑ **Learn how to ask strong questions** to communicate across conflict
- ❑ **Practice** applying the questions

Dialogue allows us to

- seek mutual understanding
- reassess our earlier assumptions
- allow ourselves to be changed
- gain new understandings based on the experiences of others



Questions?
Thoughts?

Stay in Touch

Campus Dialogue & Deliberation

<http://cdd.ucdavis.edu>

Facebook: <https://tinyurl.com/DavisCDD>

Come find us! **Haring 1153**

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