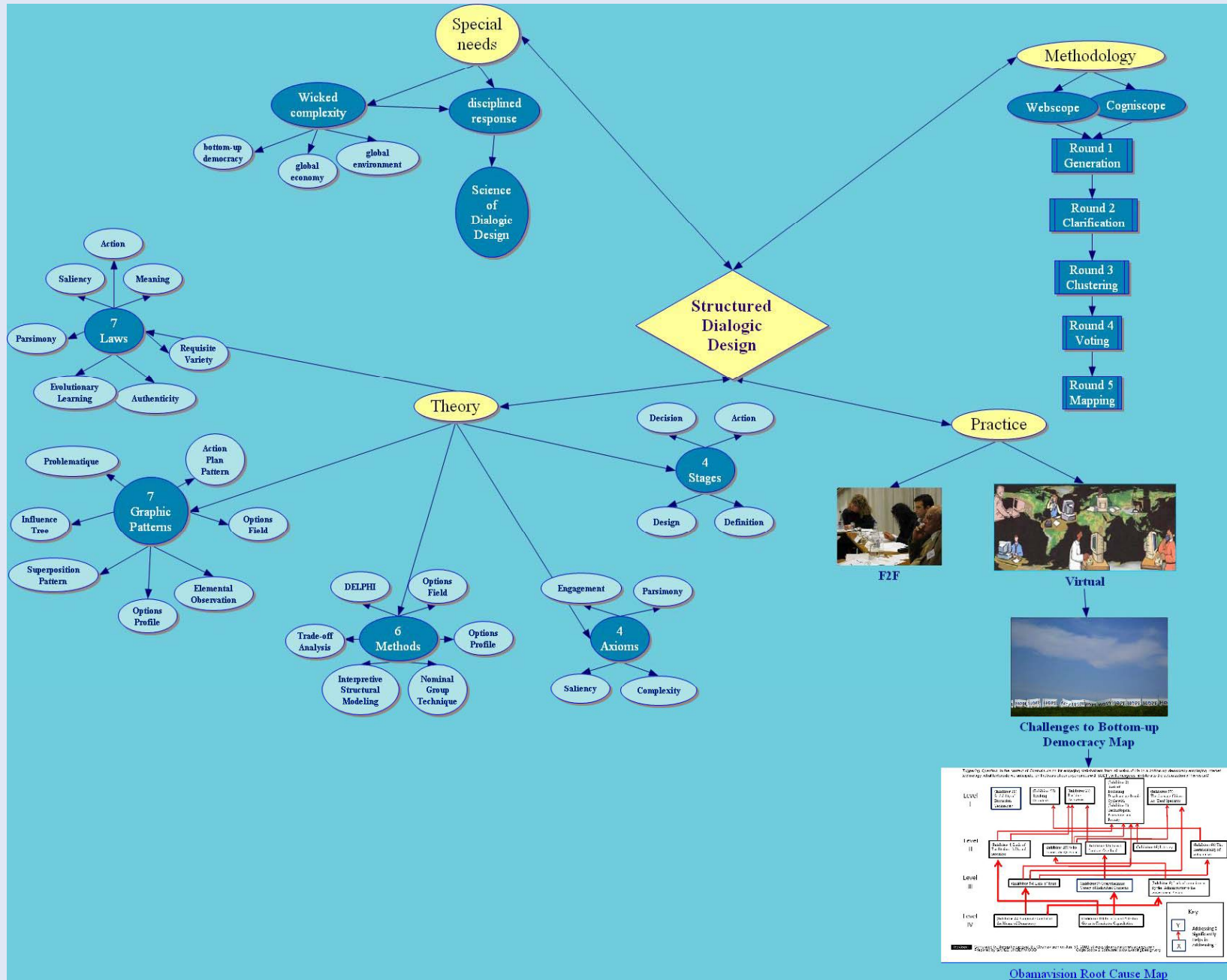


STRUCTURED DIALOGIC DESIGN

ANTICIPATING THE CHALLENGES OF BOTTOM-UP DEMOCRACY:
A WEBSCOPE WIKI APPLICATION

ALEXANDER N. CHRISTAKIS, PHD
PRESIDENT, CWA LTD
GAYLE UNDERWOOD, MS, EDUCATIONAL SYSTEMS CONSULTANT
DIALOGIC DESIGN CONSULTANTS
WWW.CWALTD.WETPAINT.COM

Concept Map of Keynote Address



The Special Need for Structured Dialogic Design

- In situations characterized by “**wicked complexity**” the normal rules for the practice of dialogue break down;
- Based upon the axioms and laws of the **Science of Dialogic Design**, we understand why this situation represents special challenge for our cognitive capacities;
- **Structured Dialogic Design** science represents a disciplined response to the increasingly familiar breakdowns in collective planning AND DESIGN situations;
- It is particularly useful in situations where there does not exist a body of **established theory or knowledge** on which to base policies and programs for action.

Fundamentals of Structured Dialogue

- Seek understanding first and agreement second
 - Stakeholders have differing perspectives and different power bases
 - Stakeholders can only succeed by collaborating
- Begin at the beginning and unpack complexity
 - Stakeholders often leap into solving problems before they have fully defined the problem to be resolved
 - Complex knowledge needs to be reduced to elemental observations so that it can be processed systematically and systemically
- Construct new meaning with disciplined dialogue
 - Collaboratively manipulate and reconfigure ideas based upon rules of logic

The Obama Vision of Hope



The Obama Vision of Bottom-Up Democracy

- The **Webscope wiki technology** was employed by an international team of SDD practitioners, who worked together from eight different countries located around the world towards discovering the roadblocks facing President Barack Obama in realizing his vision of a bottom-up democracy for the people of the United States of America.


The Obama Vision of Bottom-Up Democracy

- The group work of the team of stakeholders focused on constructing a Root Cause Map diagnosing the fundamental inhibitors to the actualization of a bottom-up democracy as visualized by President Obama:
 - http://www.huffingtonpost.com/peter-m-shane/voting-for-democracy-the_b_139262.html

Criteria for Selecting the Participants

- 1) Knowledge and experience with the theory and practice of SDD;
- 2) Interest in the practice of participative democracy at a global scale;
- 3) Familiarity with the use of the Web.

List of members and time zones as posted in the Wiki

 Roy	 Larry	 Heiner
London	Cyprus	Berlin
01:13 ^{AM} ₀₇	03:13 ^{AM} ₀₈	02:13 ^{AM} ₀₈
 Janet	 Paul	 Norma
Australia	Japan	South Africa
11:43 ^{AM} ₀₈	10:13 ^{AM} ₀₈	03:13 ^{AM} ₀₈
 Laura	 Peter	 Reynaldo
New Mexico	Toronto	Mexico
06:13 ^{PM} ₀₈	08:13 ^{PM} ₀₈	07:13 ^{PM} ₀₈

The Lounge was the page where
people socialized.
(More than 200 discussion entries)

Welcome to the Lounge



**This is where you will socialize and meet other members
of your group.**

**Use the discussion tab above to begin a conversation.
If you are familiar with using the discussion tab jump right in!
If you are new to using the discussion features of this Wiki,
the directions below will help you get started**

The Knowledge Management Team

★ Knowledge Management Team

[Edit This Page](#)

page ▾

[discussion](#)

[history](#)

[notify me](#)

The KMT is responsible to *facilitate* the structured dialogue process. Its role is only to facilitate and not to interfere with the content of the complex issue. Only you, the stakeholders, generate and evaluate content.

Our role is to create an environment where you don't have to take notes; you don't have to worry about logistics; you only focus on your ideas and thinking. The members of your Knowledge Management Team (KMT) are:



Alcco Christakis and Gayle Underwood

Structured Dialogic Design

- Assure a “level playing field”
 - Guide participants to contribute with equal power to avoid “group think”
- Cultivate an environment for authentic listening
 - Protect and promote the authenticity of participants who are desperate to have their voices heard
- Apply a consistent, transparent process
 - Use dialogue methods that promote iterative learning, and the emergence of group agreement with understanding

The Architecture Behind Structured Dialogic Design Science

- 4 Axioms to Assure Sound Foundations for the Science
- 6 Methods to Build Consensus
- 7 Patterns of Graphic Language
- 4 Stages of Interactive Inquiry
- 7 Laws of Effective Dialogue

Four Axioms

- **COMPLEXITY**: We live in a world that is very complex. Most observers are confused. Social systems design issues are strongly interconnected (Warfield).
- **PARSIMONY**: Human cognition & attention is limited. Human beings are usually overloaded in group design meetings leading to bad designs (Simon).
- **SALIENCY**: The field of options in designing social systems is multidimensional. Salient synthesis is difficult (Boulding).
- **ENGAGEMENT**: Disregarding the participation of the stakeholders in designing social systems is unethical, and the designs are bound to fail (Ozbekhan).

Six Methods to Build Consensus

- 1) Nominal Group Technique
- 2) Interpretive Structural Modeling (ISM)
- 3) DELPHI
- 4) Options Field
- 5) Options Profile
- 6) Trade-off Analysis

Seven Patterns of Graphic Language

- 1) Elemental Observation
- 2) *Problematique (A mess)*
- 3) Influence Tree (Root Cause Map)
- 4) Options Field
- 5) Options Profile / Scenario
- 6) Superposition Pattern
- 7) Action Plan Pattern

Four Stages of Interactive Inquiry

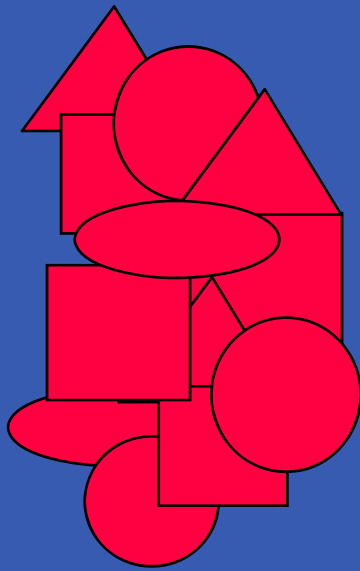
- 1) Definition or Anticipation
- 2) Design of Alternatives
- 3) Decision
- 4) Action Planning

Seven Laws of Effective Dialogue

- 1) Requisite Variety (Ashby)
- 2) Requisite Parsimony (Miller, Warfield)
- 3) Requisite Saliency (Boulding)
- 4) Requisite Meaning & Wisdom (Peirce)
- 5) Requisite Authenticity & Autonomy (Tsivacou)
- 6) Requisite Evolutionary Learning (Dye)
- 7) Requisite Action (Laouris)

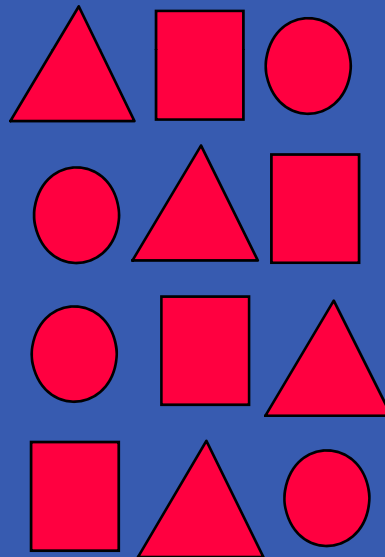
Defining the Framework for Generating Collective Wisdom

Complex Design Situation



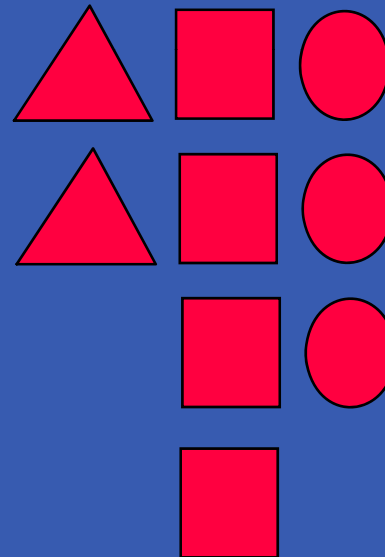
Problematique Situation

Issue Statements before Classification



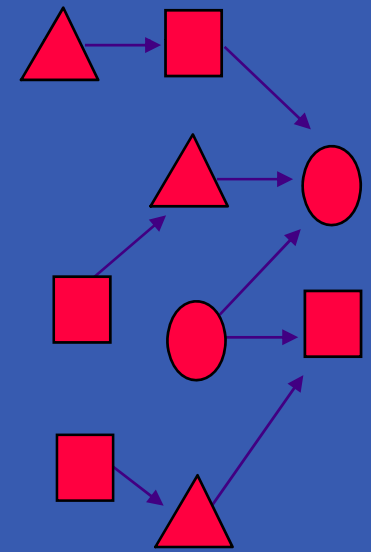
Generate & Clarify the Issues

Classification of Issue Statements



Cluster the Issues

Influence Pattern



Structure the Relations

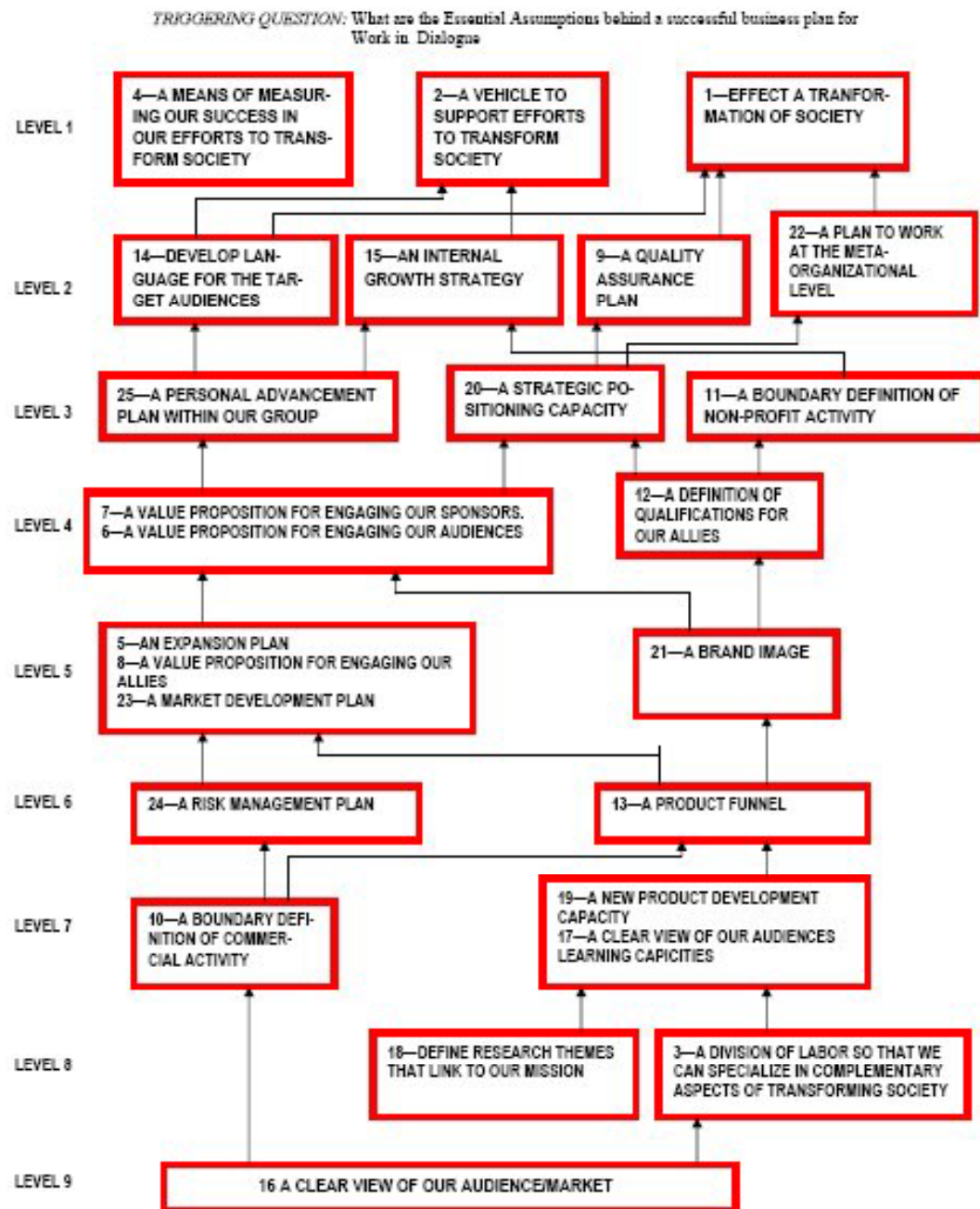
The Power of Interpretive Structural Modeling

*Collectively “vote” on the significance of a specified
logical linkage between each pair of issues*

“ Suppose we were able to make
progress in addressing Factor X ,
will this SIGNIFICANTLY enhance
our capacity to address Factor Y ? ”

Software exists to support group work based on
this simple structuring algorithm to generate a
directional map of influence propagated across the
entire SYSTEM of issues (Efficiency gains of a
factor of 4 or more)

Representative Interpretive Structural Model



Representative Facility for F2F Co-Laboratory of Structured Dialogic Design





Influence voting



Explaining



Generating



Importance Voting

Webscope Wiki Co-laboratories of Democracy via Web 2.0

The New Agora of the Global Village



Webscope Round 1: Responses to the Triggering Question:

"In the context of Obama's vision for engaging stakeholders from all walks of life in a bottom-up democracy employing Internet technology, what factors do we anticipate, on the basis of our experiences with SDDP, will emerge as inhibitors to the actualization of his vision?"

The 13 participants generated 59 Inhibitors.

Some Examples of Inhibitors:

Inhibitor 6: Risk of losing stamina to sustain 'resource-hungry' participative processes (rsmith135)

I have experienced a number of industry and civic participation programmes fizzling out in the long-term, when leaders lose the stamina to sustain the relentless demand on resources required by participative processes.

(I am in favour of participative processes.

Sadly, leaders are rarely willing to spend resources on getting it right first time, and are often willing to squander resources by starting over again after they got it wrong)

Inhibitor 7: Confusions leading to exclusion of stakeholders with different lingual and cultural background (Heiner)

The dream that all people speak the same language is great - but unreal - as what is said and written and what is meant depends on the cultural setting and situational context. Speaking not the "right" language and having not the common meaning causes exclusion. And even worse, when people think they know and understand - but do not - the trouble is there. So alienation starts with not asking what stakeholders mean in certain contexts and doing it not F2F (face-to-face) reduces the chance to get the differences that matter. (gesture, smiles, frowning, any kind of body-language or silence as a way to communicate and react.

Inhibitor 8: technical-technological exclusion (Heiner)

The discussion of inclusion and exclusion in our modern media-times is extensive. Internet makes exclusion less visible, so stakeholders start guessing if they are left out - or not. They might realise that they miss a certain feature or functionality, but typically they are just left out of the game - feel alienated and so segregation starts.

Inhibitor 9: Overwhelming variety of individual concerns (phjones)

A significant factor inhibiting the realization of democratic participation is the overwhelming variety and volume of the concerns individuals will raise in an open-ended context. Without a clear framing of the scope for engagement, random participants (in an Internet environment) will assert claims based on their personal and closely-held concerns. In a bottom-up approach, these claims may not map to a common ground of understood and framed issues, leading to a confusing problematique and the impossibility of resolving differences between authentic contributions.


Webscope Round 2: Discussion for Clarification of meaning

- 188 Entries in the Discussion tab of Round 2

[Back to Discussion](#)


Official transparency rules

[\[delete topic\]](#)

 [paulrhays](#) **Official transparency rules**
These rules may block a lot of bottom-up participation due to the onerous rules regarding recording and publishing all the comments.
 Posted Dec 2, 2008 5:34 pm - [\[delete\]](#)

 [kmedye](#) re: Official transparency rules
By 'block' do you mean preclude the participation because in anticipation of the transparency requirements people will give up before they try?
 Posted Dec 8, 2008 7:48 pm - [\[delete\]](#)

 [paulrhays](#) re: Official transparency rules
No, I think it is a top-down problem in asking for bottom-up advice.

AS I understand the rules, and I admit I haven't read the law, the transparency rules mean that all communications of the President must be preserved. So, an official request for participation by everyone would mean that every response would have to be saved. And not only saved, but I think they all have to be logged in some way. This may take resources that are not actually available. The same rules also prevent any federal employee from participating in political activities while on the job. There was a lot of complaint when the Bush administration created videos for news outlets promoting their policies. So, I think that conservatives might complain of any attempt to form policy from the bottom-up. It is a very fine line here, but one that needs to be clarified.
 Posted Dec 9, 2008 2:42 pm - [\[delete\]](#)

Webscope Round 3: Affinity Clustering of Inhibitors:

Figure 1 Figure 1: Amended Classification of 59 Inhibitors to Bottom-up Democracy

Triggering Question: "In the context of Obama's vision for engaging stakeholders from all walks of life in a bottom-up democracy employing Internet technology, what factors do we anticipate, on the basis of our experiences with SDDP, will emerge as inhibitors to the actualization of his vision?"

Cluster 7: ADDRESSING VARIETY

- 9: Overwhelming variety of individual concerns (phjones)
- 10: Limited capacity for dialogic sensemaking (phjones)
- 18: Scalability of discussion technology (paulrhays)
- 21: Mob Rule (kmc dye)
- 35: The Moral Hazard of Anonymity (kmc dye)

Cluster 8: PURPOSEFULNESS


- 11: Lack of common purpose (phjones)
- 15: Who frames the questions? (paulrhays)
- 20: Market-Driven Democracy (kmc dye)
- 30: Private versus Public (Reinhold1)
- 33: Can we state a common ethical root in stakeholders? (Reinhold1)
- 34: Illusive Equifinality (kmc dye)

Cluster 9: CONFIDENTIALITY

- 17: Technological distrust-or hacking the discussion. (paulrhays)
- 42: Ownership of contact information (paulrhays)
- 43: Official transparency rules (paulrhays)
- 53: Tracking dissidents (larryf)

Webscope Round 4: Voting for Relative Importance

From the
webscope

Voting	 LLHarris	1	12	Dec 12, 2008 2:29 pm by  Aleco1
18, 32, 38, 55, 56	 kmc dye	2	12	Dec 12, 2008 12:35 pm by  Aleco1
The 5 most important statements to me...	 rsmith135	2	16	Dec 12, 2008 12:07 pm by  rsmith135
voting	 Tom_Flanagan	7	36	Dec 12, 2008 7:46 am by  Aleco1
voting from craig	 CraigLindell	1	10	Dec 12, 2008 7:36 am by  Aleco1
my vote	 paulrhays	2	14	Dec 12, 2008 7:36 am by  Aleco1
My searching and struggling with this...	 heiner	1	19	Dec 12, 2008 7:32 am by  Aleco1
voting	 kbausch	2	23	Dec 11, 2008 4:49 pm by  Aleco1
My 5	 phjones	2	17	Dec 11, 2008 4:44 pm by  Aleco1

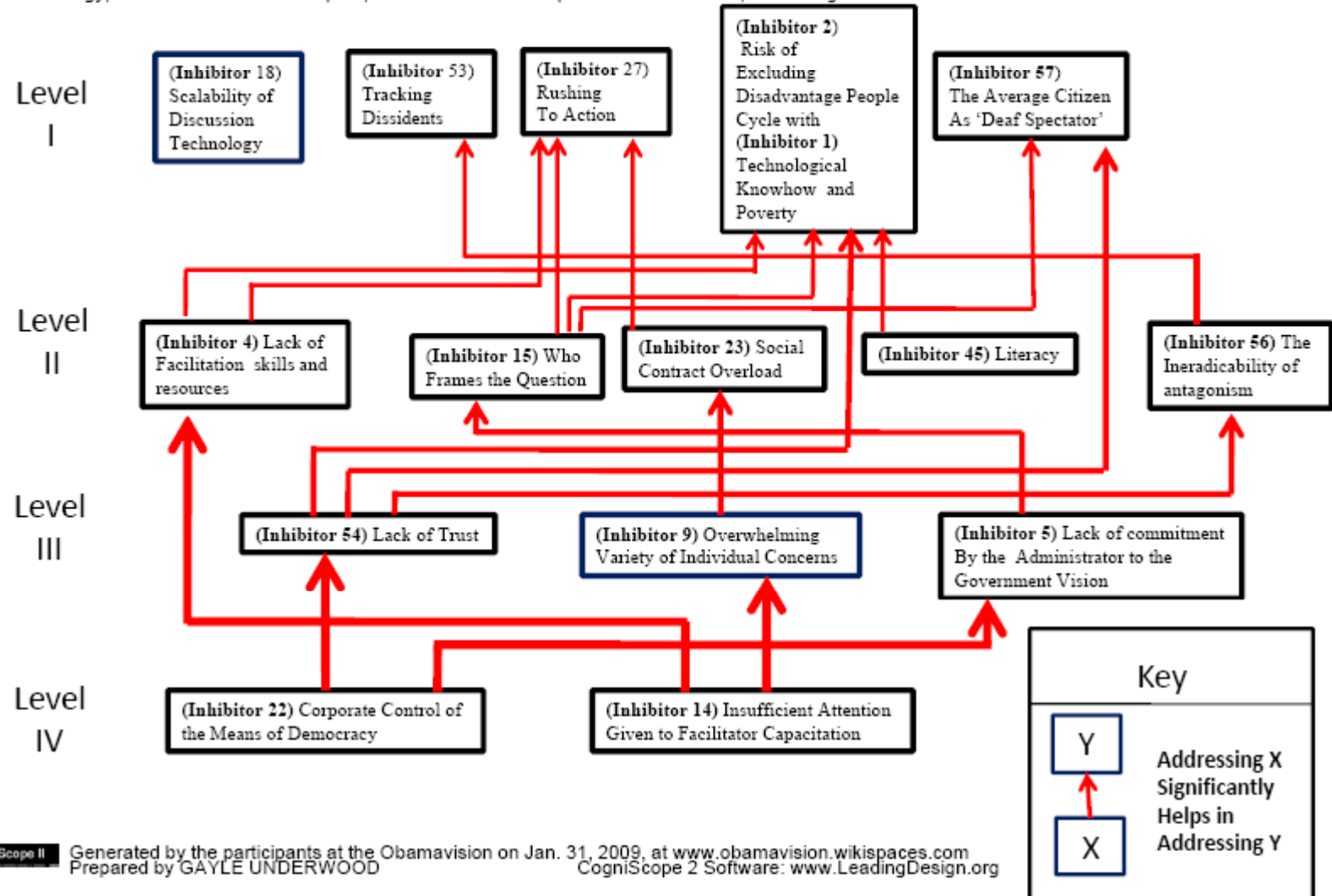
1-20 of 23
[First](#) | [< Prev](#) | [Next >](#) | [Last](#)

- 2: (4 Votes) Risk of excluding disadvantaged people (rsmith135)
- 8: (3 Votes) technical-technological exclusion (Heiner)
- 14: (3 Votes) Insufficient attention given to facilitator capacitation (normaromm)
- 18: (3 Votes) Scalability of discussion technology (paulrhays)
- 23: (3 Votes) Social contract overload (tom_flanagan)
- 1: (2 Votes) technological knowhow and poverty (mcin01)

From Table 3
(generated from
Cogniscope II
Software)

Webscope Round 5: Root Cause Mapping

Triggering Question: In the context of Obama's vision for engaging stakeholders from all walks of life in a bottom-up democracy employing Internet technology, what factors do we anticipate, on the basis of our experiences with SDDP, will emerge as inhibitors to the actualization of his vision?



Interpretation of the Map

"Inhibitor #22: Corporate control of the means of Democracy." emerged from the inquiry as the most influential inhibitor to the realization of the bottom-up democracy vision. In other words, in accordance with the majority vote of the team, the inhibitor that exerts the highest leverage in inhibiting the practice of bottom-up democracy is the corporate control of the means of democracy.

"Inhibitor #14: Insufficient attention given to facilitator capacitation." emerged as the second most influential inhibitor.

A Narrative by Dr. Tom Flanagan regarding Inhibitor #14 :

It is perhaps no great surprise that when a panel of systems scientists from across the globe pull their heads together around challenges that President Elect Obama is likely to face...the most influential factor underlying the success of such an outcome was judged to be the commitment that government leaders and agencies actually hold in supporting a grassroots effort.

The global design team phrased this as "insufficient attention given to facilitator capacitation."

Continue the Narrative:

Enabling pathways for many, many voices with many, many ideas to flow in an orderly fashion toward the highest summits of national thinking is not going to be an easy process.

Continue the Narrative:

- ▣ If the political will is found to assure "capacitation" of a process that facilitates grassroots contribution to national policy, then this "capacitation" can lead to an evolution within which the overwhelming variety of individual concerns across the nation are brought to the planning table are managed and within which democratic process facilitation skills and resources become progressively more available to serve the peoples of the nation.

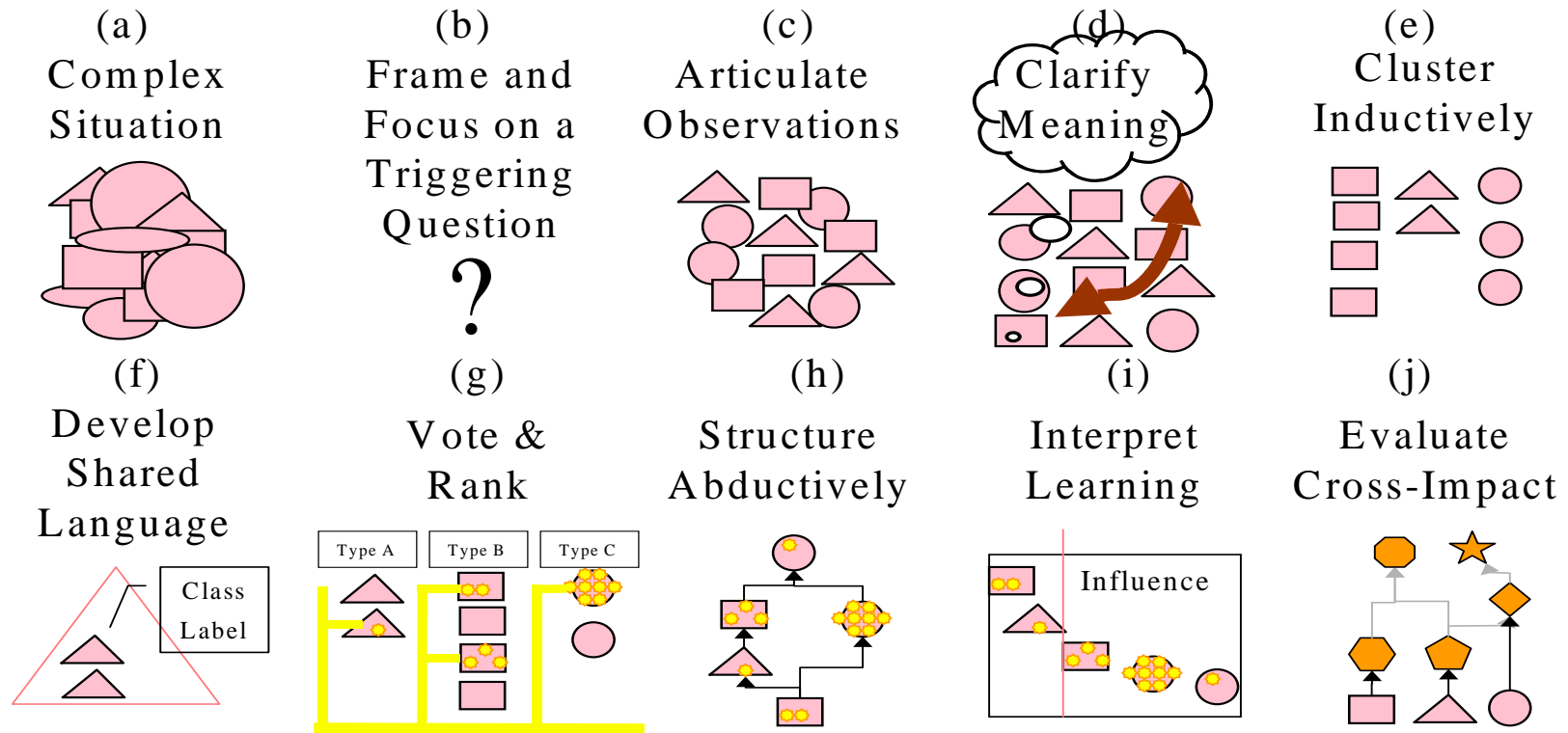
More of the Narrative:

Please visit:

<http://obamavision.wikispaces.com/Results>

The New Geometry of Languageing via Structured Dialogic Design

Steps in each Stage of Inquiry



Concept Map of Keynote Address

