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Speaking out safely the Unspoken in teams: the Delayed Dialogue Technique

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*« Don't be fooled by me.
Don't be fooled by the face I wear
for I wear a mask, a thousand masks,
masks that I'm afraid to take off,
and none of them is me. »*

Charles C.Finn (1966)

Please Hear What I Am Not Saying

*« No one wants not to talk.
But many are those who have not met anyone
capable of listening to what they have to say. »*

*T.Tournebise, (1995) – transl. N.A
Se comprendre avec ou sans mots (p. 147)*

Speaking out safely in a team

How?

The Delayed Dialogue

Definition: Action technique - *within a whole process of constructive communica(c)tions* - that which facilitates the expressions and the receptions of messages without any immediate answer,
i.e. each answer may occur later in the process.

A PROCESS using over and over again Moreno's phases

Sharings

Actions

Putting
into
perspectives

**Delayed
Dialogue**

etc.

D.D. +1

etc. D.D.

4

3

2

1

Warm ups

The process prior to the Delayed Dialogue
Sine qua non !

Evaluate regularly

the Relational and Operational State (R.O.S.) of a team

and... **Adjust** the type of action needed

Général R.O.S.

R.O.S Measure
Level of conflictual tensions

Type of action

The team is fine

Between 0 and 3

TeamCaring

**The team is unstable
and tensed**

Between 4 and 6

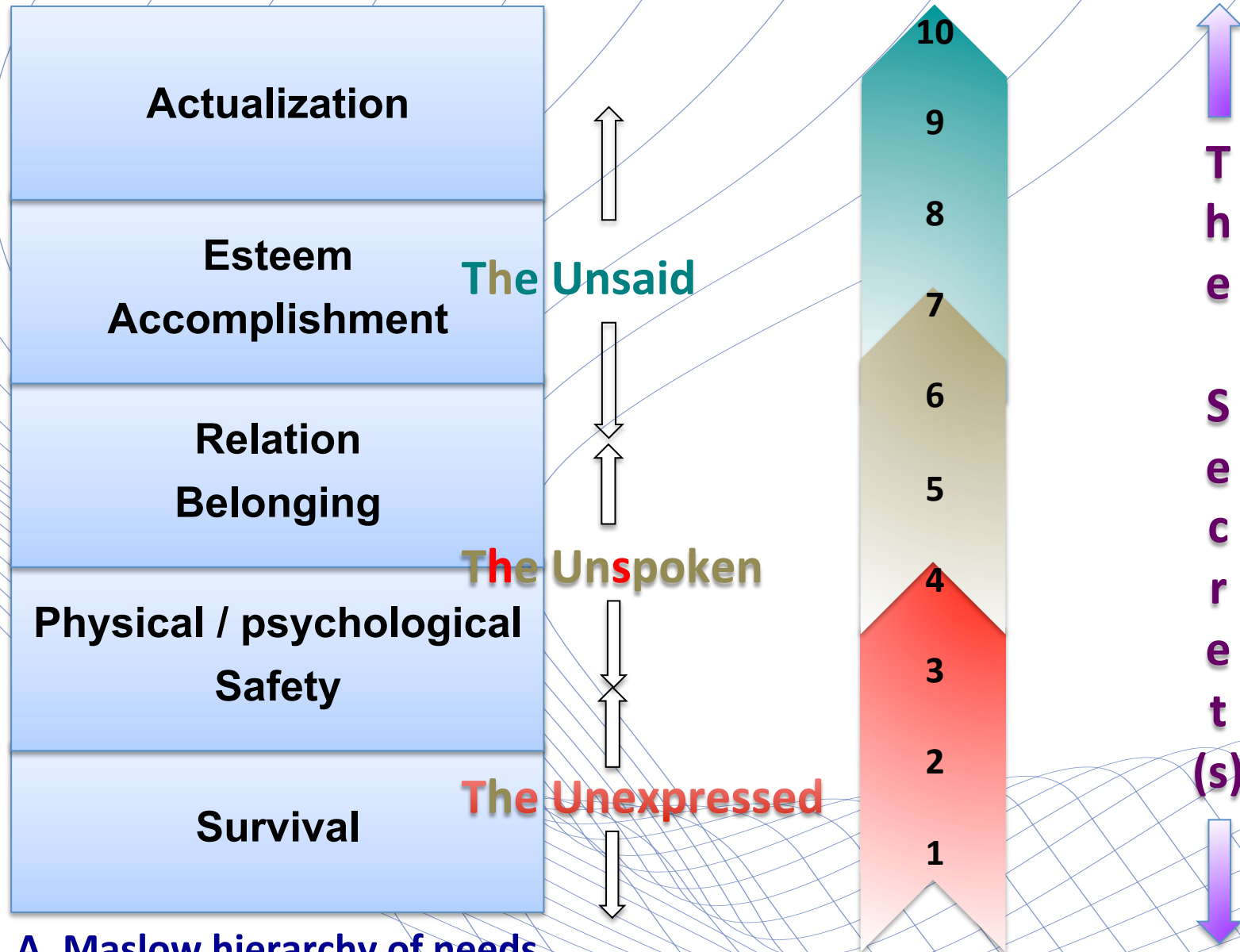
TeamBuilding*

Tensions prevail

Between 7 and 10

Team mediation

Pleasure and efficiency /
Conflictual tension level



A. Maslow hierarchy of needs

	UNSAID	UNSPOKEN	UNEXPRESSED	SECRET
Judgement of the content	Positive or not Improvements	Not positive / negative	Condemning	Negation of reality
Relation to the system	Educational or Cultural uses (or customs)	Personal and/or subgroup's visible loyalties	Painful and irritating double bind	Invisible loyalties
Emotional drive	'No desire/wish nor need for dialogue'	Fear of dialogue and of 'making it worse'	'Fed up' with frustration, and fear ; urge for ventilation	Shameful Taboo
Attitude	Lack of assertiveness	(High) ambivalence	'Much too risky to be expressed'	Trapped in silence
(Pro-) Activity of behaviors	'Not hidden... but not said'	'Obvious' and 'should be guessed'	Hidden or Thrown in face	Repressed
Relation to information	'Not important' information	Info retention = Power gains	Power games	Manipulation
Internal weight	'Not a problem' 'Tolerable'	Internal and/or external conflict	« Unbearable » internal and/or external conflict	Dissociated Intimacy
Level of suffering	Low suffering – if any	Suffering from conflict	High suffering from 'war'	(Un)conscious (high) suffering

THE FACILITATOR'S MAIN GOALS throughout the process

Creating a facilitative climate for dialogues (safety and trust)

Setting the bases for constructive communica(c)tions

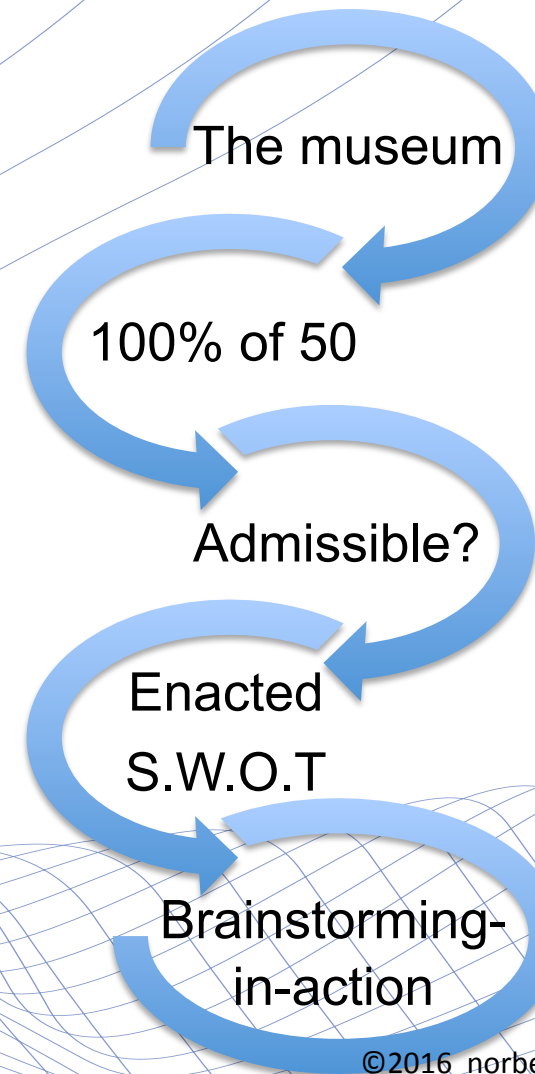
Balancing relational and operational focuses of attention

Preparing for changes and prioritizing

Valuing each and every 'small'
individual and/or collective step (success)

SOME OF THE NUMEROUS USEFUL ACTION TECHNIQUES

(be it for Warm up or Action phases)



WHEN TO INTRODUCE THE DELAYED DIALOGUE TECHNIQUE?

When your hypotheses (stemming from your observations) are:

- **Defensive-aggressive attitudes and behaviors are no more *necessary***
- **(Non)-verbal communication seems to show some unsaid and/or unspoken**

Some indicators of GOOD ENOUGH PROGRESSION OF COMMUNICA(C)TIONS

People (seem to)

- Feel heard, listen to, and respected
- Have experienced good enough improvements of safety and trust
- Distinguish the other from his/her attitudes and behaviors
- Hold their share of responsibility in the communica(c)tion process
- Are no more into reaction... rather into expression
- Have become more precise in describing the behavior of the other
- Express themselves in a real *attempt* to respect oneself and the other
- Develop proactive attitudes and behaviors towards problem solving
- Seem ready and available to commit into co-problem-solving

....

Usually R.O.S level is 4-5 (at the most)

Introducing the Delayed Dialogue

DOUBLE CHECK (and reinforce) !

Recommended: a cluster's technique

So far, concerning relations and actions

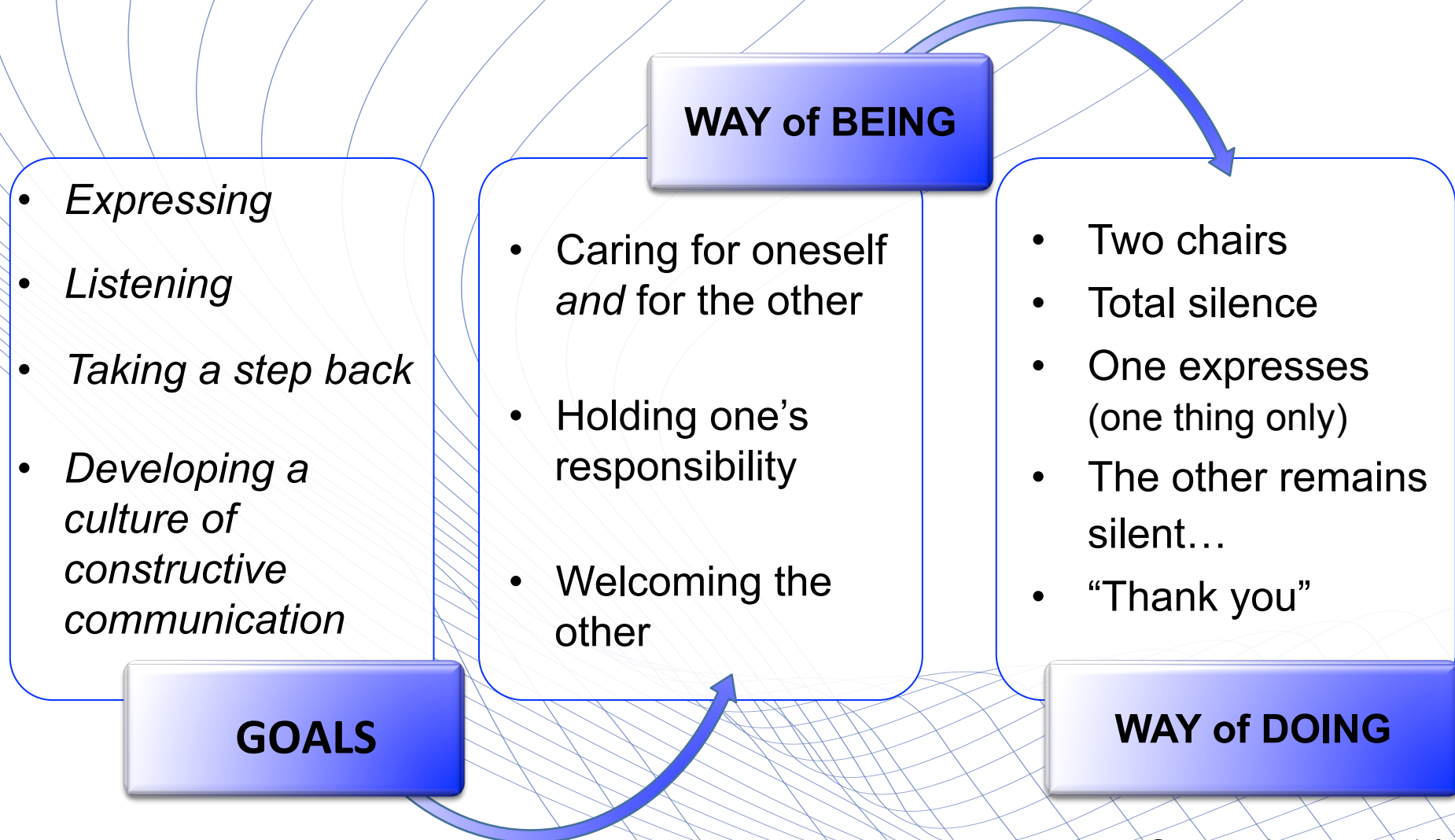
- *What have we learned?*
- *What have we achieved?*

*So it maybe time to go
one step further:*

The Delayed Dialogue!

**Listing it on the paperboard will
reinforce the effective dynamic
of the constructive change/progression !**

SHORTLY DESCRIBE TO THE TEAM THE D.D.'s FRAMEWORK



THE FACILITATOR MAY ADD

« This process is an opportunity for you

to use all what we have learned so far together

and to

Express to others these things that you haven't expressed, whether they be positive or negative

Avoid judgements

*Experience congruence:
say what you feel + what you observed + what you would like*

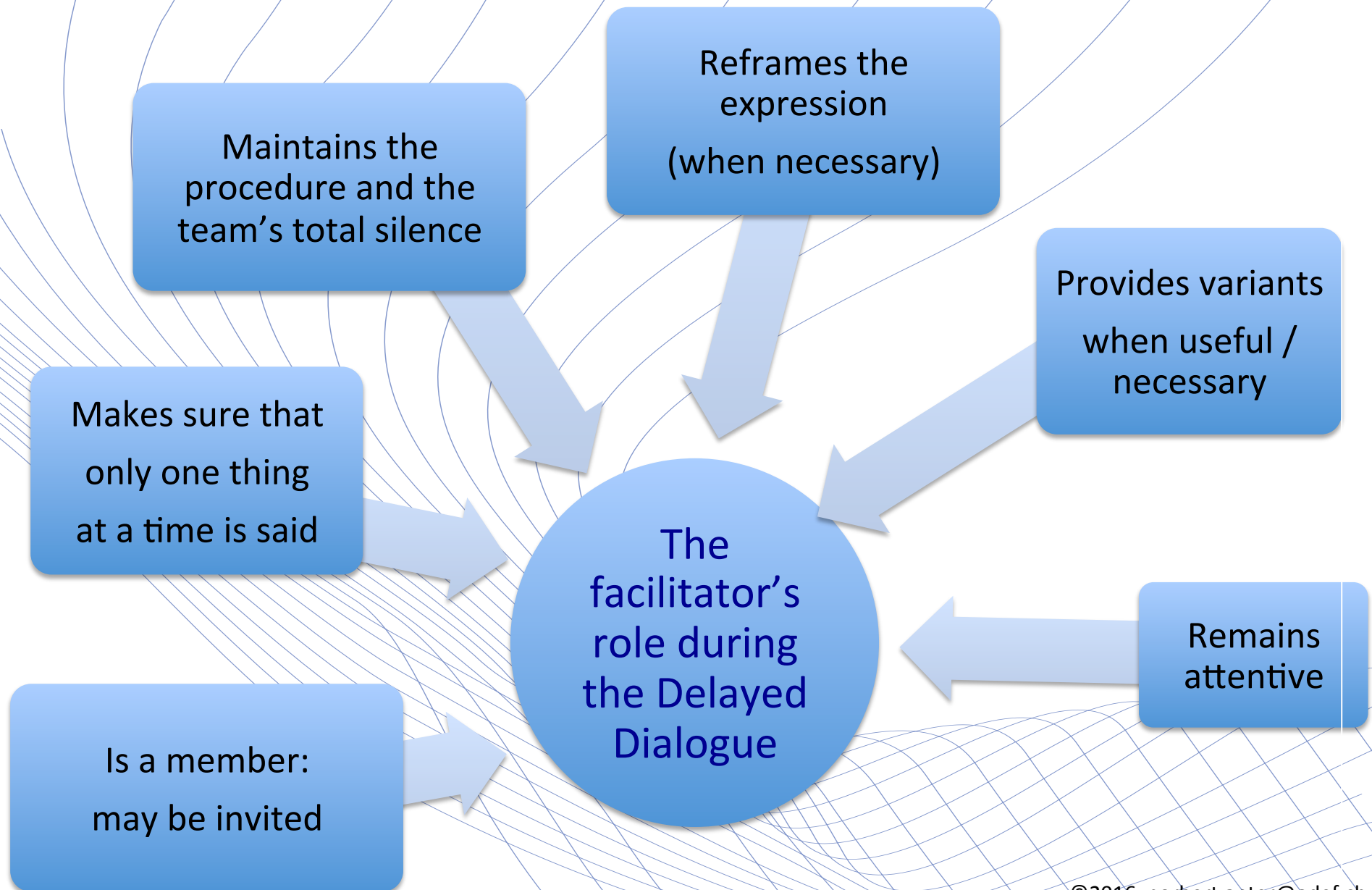
Practice Admissible Message Theory

Develop awareness of the reality of the other

in a setting of openness and safety ».

THE FACILITATOR SHOWS

- The facilitator sits on one chair and starts with something easy!
e.g. invites the manager and says for example:
« I appreciate a lot the fact that you have provided the team with this time together, in which everyone can learn from and with each other: they can adress together so many issues, and build together renewed common grounds for their collaboration. It is very exciting for me to be part of such a process of growth. I am touched. »
- When the manager says « thank you », the facilitator goes to the previous chair of the manager
- The facilitator suggests the next step:
« Now, up to you to invite someone to whom you will say one thing ».



MAJOR

Time availability

Variant to be introduced

Two or more people,
the whole group, oneself

MOMENTS

Team's verbal

Comments, whispers...

Team's non-verbal

Sighs, giggles, laughter,
and others...

REQUIRING

Judgements

double-messages

A member « has nothing to
say to anybody anymore »

SPECIAL

Request(s) for ending

**Someone getting out
of the room**

ATTENTION

**Appropriate timing
of the ending**

Sharing: the Delayed Dialogue

Some recurrent words/answers...

« We've been able to talk to each other »

« Respect »

« Unusual »

« Moving »

« Powerful »

« Now, we know that we can! »

« Safe »

« Clearing » « Togetherness »

« Everyone was so involved! »

« Deep »

« Strange to be so intimate, in front of others »

« Trust »

« Difficult and great »

« Openness »

« Accomplishment »

« Contact »

« Some important things were spoken out »

« Understanding »

« Hope »

« Intense »

How was it for you?

Summary

Constructive expression + Welcoming listening

Co-Empowerment

The Delayed Dialogue's major results

- *Reinforcing the R.O.S.' perspectives*
- *Improving the climate of work*
- *Empowering each member and the team*
- *Launching potential new dialogues*

→ **Redynamizing collabora(c)tions**

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*Thank you
for your attention !*