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

- George Bernard Shaw
What is a challenge you have with your group or team?
Objectives for Today...

1. Learn a language for ‘reading the room’
2. Be able to recognize the four actions of all face-to-face communications and identify some common patterns
3. Be able to identify your most often used action in communications

Leaders and Coaches do their own work first
Structural Dynamics

Theory of how face-to-face communications works – and does not work – in human systems

Developed by David Kantor
Structure Determines Performance
There are Two Realities – Visible and Invisible

Visible

Invisible
Structural Dynamics

Three Levels of Structure

- Broader Social Structure
- Face to Face Structure
- Deeper Individual Structures

Results

- Environment
- Business
- Organization

Doing the Work
- Interpersonal Behavior
- Mental Models
- Beliefs
- Critical Images and Stories

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Three Levels in Face-To-Face Structure

1. Action Mode
2. Operating System
3. Communication Domain
Without Movers there is no direction
Without Oppose there is no Correction
Without follow there is no completion
Without Bystand there is no perspective

Kantor 4-Player Model

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Stuck Patterns

Serial Move

Courteous Compliance

Point-Counterpoint

Covert Opposition
What percentage of your time do you spend...

1. Move
   - Putting forth ideas, direction, or positions for others to consider.
   - %

2. Follow
   - Offering support and follow-through on the ideas/decisions put forth by others.
   - %

3. Oppose
   - Challenging and enhancing ideas, positions, or proposed direction.
   - %

4. Bystand
   - Offering observations and perspectives that bridge competing ideas.
   - % = 100%
Tips for Getting Started

- Become more aware of your own actions in conversations.
- Code the conversations in your teams – what patterns do you notice?
- Bystand what you see to shift the dynamic.
  Ex: “I’m noticing that there are three new topics on the table. I’m confused about what we want to discuss next.”
What is one thing that you saw, heard, or experienced that you are going to bring back to your teams?
Contact

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