

FACILITATING CONVERSATIONS THAT MATTER USING

Cordinated Management of Meaning



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DIALOGIC OD & COMMUNICATION

- Changing the conversation (Marshak & Grant, 2011)
- Creating a “container” (Bushe & Marshak, 2009)
- The main purpose of dialogic OD is “to increase the capacity of a system for reflexive dialogues” (Oliver & Fitzgerald, 2013)
- How do we create effective conversations?
 - Focusing on the patterns of communication!
 - CMM

CMM

- Coordinated Management of Meaning,
W. Barnett Pearce & Vernon Cronen
- The communication perspective: looking **at**
communication
- Communication is central in making social worlds
(Pearce, 2007)



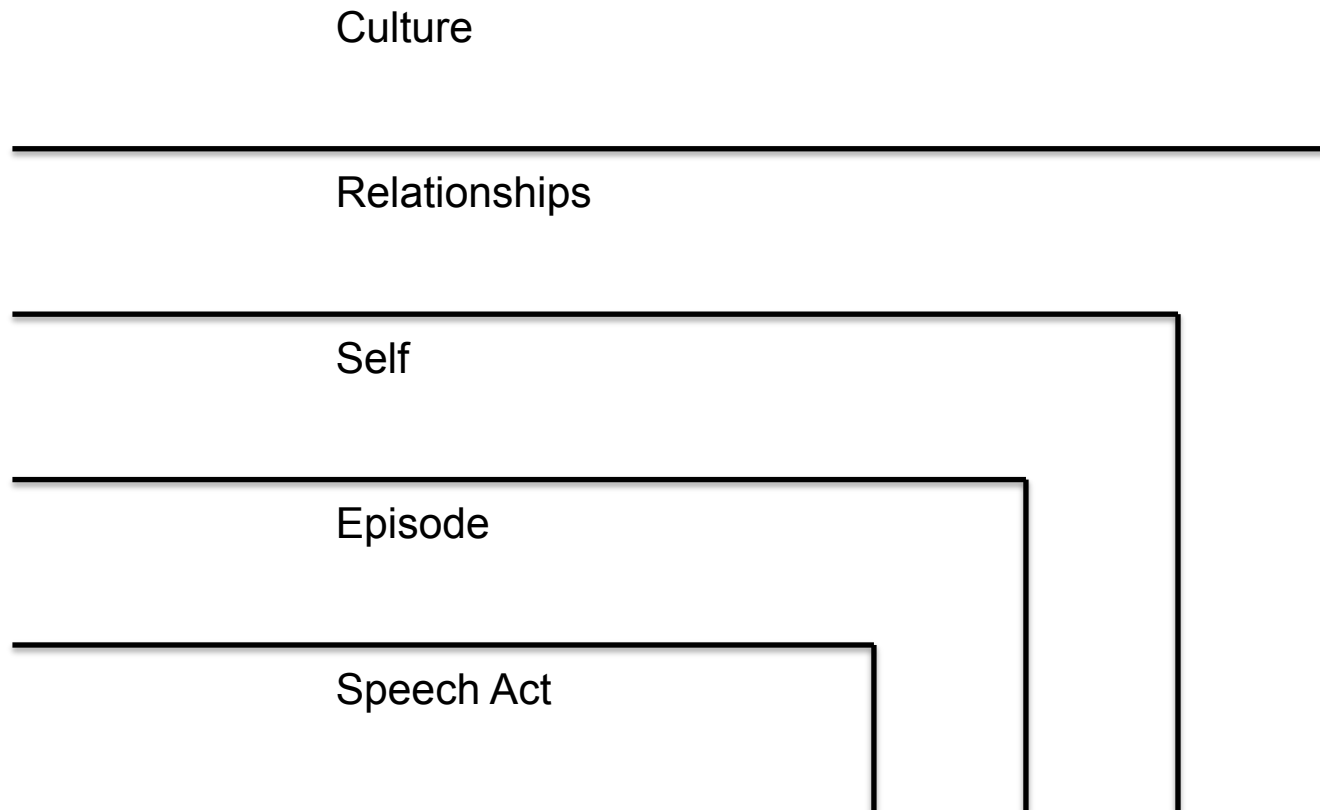
Communication is not just a tool for exchanging ideas and information...It 'makes' selves, relationships, organizations, communities, cultures, etc.

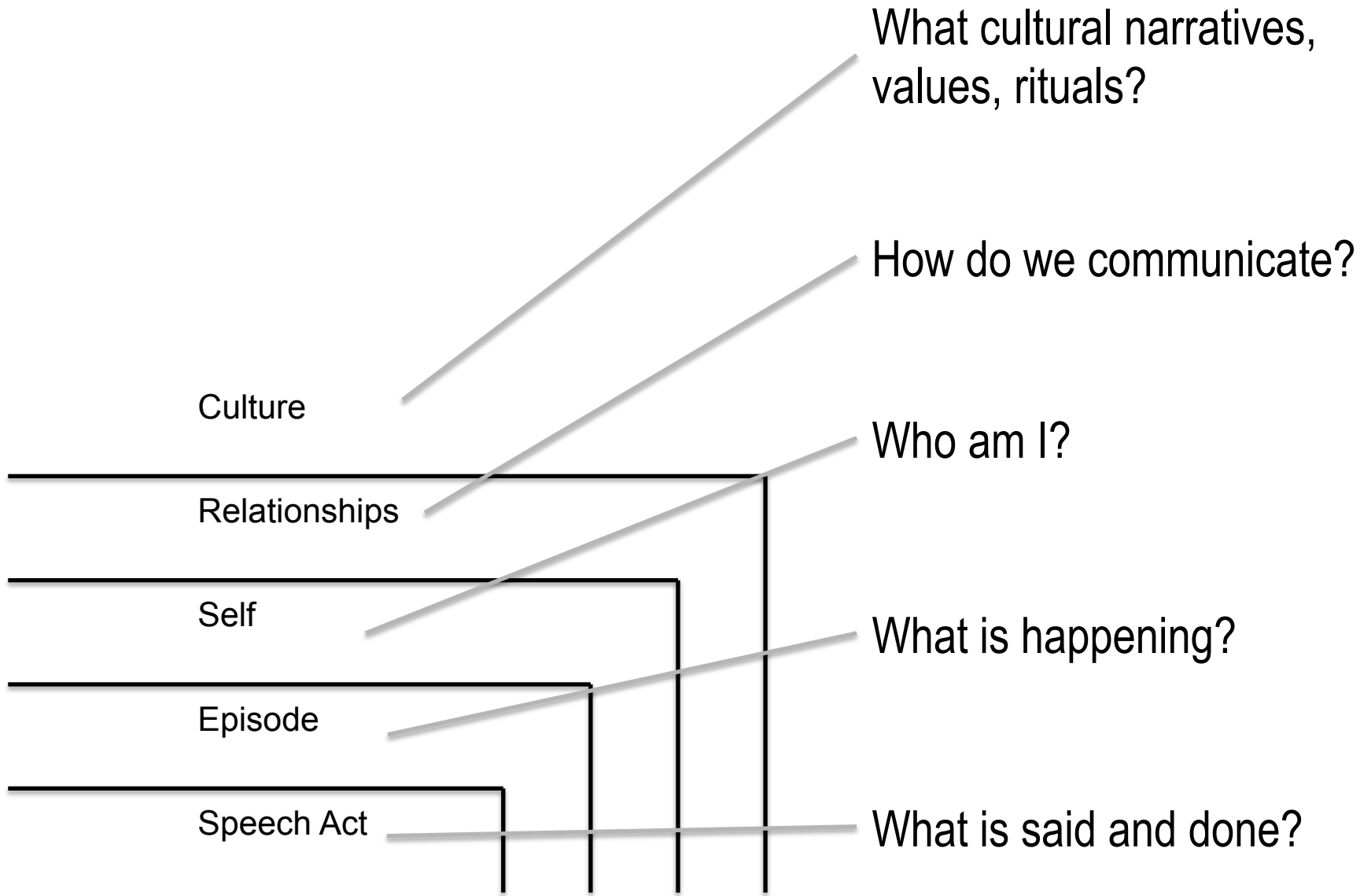
Kim Pearce



We get what we make

HIERARCHY OF MEANINGS





Culture:

what cultural stories does the speech act invite?

what kind of organizational culture does it construct?

Relationships:

how does the speech act contribute to the team spirit and your relationships?

to build better relationships, what kind of speech acts would you like to see in future?

Self:

what story does the speech act tell about you as a team?

what kind of stories of self does it invite?

Meeting:

how does the speech act reflect your typical meetings?

how does it contribute to the future opportunities?

“this illustrates how bad we are”.

TIME TO PLAY AND EXPLORE!

- Think about a meaningful situation or event
- Choose a pair
- Share your stories: storyteller & interviewer
 - What happened? What was said and done?
 - How the stories of self, relationship and culture were reflected and affected?
 - What were the key moments?
 - What was being made?
 - What you might do to make a better future?
- 20minutes

FUTURE RESEARCH

- Facilitator's choices on what questions to ask to explore stories and how do they use the CMM hierarchy of meanings?
 - How CMM might be applied in facilitated large-group interventions?
- CMM in consulting practice to further establish in organizational practices

Thank you!

REFERENCES

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