

【2011 Dialogic Change Workshop】

**Embracing Community through Dialogue
and Unleashing Synergy of Change**

Facilitator: Philip Thomas, D3 Associates

Sponsor: CP Yen Foundation

Tian Mou International Conference Center, Taipei, Taiwan

【2011 對話力國際工作坊】

用對話擁抱群眾 發揮改變的綜效

引導師: 湯菲力, D3 顧問公司和朝邦文教基金會的夥伴

主辦單位: 朝邦文教基金會

天母國際會議中心 台北

2011.11.4-6



Guest Facilitator: Philip Thomas

Philip Thomas is a social change facilitator who over the past 20 years has worked on social change in Latin America, specializing in dialogue facilitation in cross-departmental, interethnic and cross border public interest issues; solving problems, building consensus, creating actions, and promoting social, organizational and community desire for change. This process often includes the government, private sector, and civil society groups in multi-stakeholder discussions on complex issues.

In 2007, he and Dr. Bettye Pruitt wrote Democratic Dialogues - A Handbook for Practitioners. This Handbook was a joint effort of the United Nations Development Program (UNDP), Organization of American States (OAS), Canadian International Development Agency (CIDA), International IDEA, and received valuable input from a wider network of organizations. Philip and Bettye are co-founders of the Generative Change Community (a Society for Organizational Learning member), a community comprised of advanced practitioners of peace building, negotiation, mediation, participatory action research, and multi-stakeholder dialogue in various fields of endeavor, such as global network building, inter-sectoral collaboration, conflict prevention, and democracy building.

Philip currently lives in the United States working as an international consultant and as a professor at Goshen College, a Mennonite college in Goshen Indiana. He is in the process of completing his doctoral dissertation at the Fielding Graduate University's School of Human and Organizational Systems. He is the founder and senior consultant of D3 Consultants.

His specialty is: public dialogue process design, breakthrough analysis and shift, multiparty negotiation, facilitation and mediation, participatory decision making systems and consensus-building processes, organizational development and institutional strengthening, Strategic planning processes, Program evaluation processes, Systems thinking, design and delivery of adult education programs, training for trainers, and more!

講師介紹:湯斐力先生

湯斐力先生是一位社會變革的引導者。過去20多年致力於中、南美洲的社會改革工作。他擅長於引導對話，進行跨部門、跨族群、跨國的公共議題討論，解決問題，產生共識，創造行動，促成社會、組織、社區渴望的改變。這種流程往往包含公部門、私人機構、公民、社會團體等多方利益相關者(stakeholders)一起商議複雜的議題。

2007年，他與朴珮蒂博士合寫《民主對話——實務工作者手冊》。這是一本集合聯合國開發計畫組、美國國家組織、加拿大國家發展組織、國際民主與選舉協助組織等贊助過的民主對話經驗與案例。湯斐力先生與朴珮蒂博士都是「創生性變革社群」(Generative Change Community)『美國組織學習協會的社群之一』的重要成員，致力於社區發展、核心研究、行動研究以及人才培訓。

Philip目前居住美國，持續為聯合國開發計畫組、美國國家組織以及拉丁美洲的其他組織作顧問工作，同時任教於美國印第安那州門諾教派的哥山學院。他即將完成在加州聖塔芭芭拉郡菲爾丁研究所的有關『人與組織系統』的博士論文。他是3D顧問公司負責人。

他的專長有：公共對話流程設計、衝突分析與轉化、多方談判、引導與調解、參與式決策系統與建立共識的流程、組織發展與加強、策略規劃、方案評估的流程、系統思考等。

Learning objectives

- Become familiar with concepts and language that explains how ***dialogue*** and taking a ***dialogic approach*** contributes to change.
- Explore our understandings of how ***change*** happens.
 - By identifying & exploring our assumptions and the approaches we take to contribute to change.
 - By exploring the interdependencies between different approaches.
- Experience different elements of process design and explore common challenges and possible strategies to deal with them.
- Apply the frameworks, concepts and skills to your own working context to explore their usefulness.

學習目標：

- ▶ 熟悉用來解釋為何對話，及採取對話的方式能夠促成改變的一些概念，與所使用的語言。
- ▶ 共同探索我們對改變發生原因的理解
 - ▶ 經由確認並探討我們對於促成改變的假設及方法
 - ▶ 經由探討不同方法間的彼此依賴相關
- ▶ 體驗和熟悉如何引導其他人參與對話的過程
- ▶ 認識「民主式對話工作手冊」中所提供的各式資源

Agenda

- ▶ Day 1: Exploring our understanding of dialogue and change
 - ▶ What is dialogue and why is dialogue increasingly recognized as an important vehicle for change?
 - ▶ What assumptions do we hold about how change happens?
- ▶ Day 2: Designing good process
 - ▶ What are the indicators of success for change processes?
 - ▶ What are the different elements a process design should consider?
 - ▶ What are common challenges faced change processes and what strategies can be useful to deal with them?
- ▶ Day 3: Application
 - ▶ Flex time for emergent issues and interests
 - ▶ How can these concepts and tools help me in my current context?

課程內容

- ▶ **第一天:探索我們對對話以及變革的了解**
- ▶ 什麼是對話?為什麼對話日漸成為變革的重要的工具?
 - ▶ 我們對變革的發生的假設是什麼?
- ▶ **第二天: 設計良好的流程**
 - ▶ 變革的流程的成功指標是什麼?
 - ▶ 流程設計需要考量哪些不同的元素?
 - ▶ 變革的過程經常會面臨的挑戰有哪些? 因應策略有哪些?
- ▶ **第三天: 應用**
 - ▶ 實務操作: 為緊急與關心的議題做設計與討論。
 - ▶ 這些觀念與工具如何協助我目前的情況?

Promoting a learning environment

- ▶ Listen with respect and curiosity.
- ▶ Seek to understand rather than persuade.
- ▶ Invite and honor diversity of opinions.
- ▶ Speak from the heart about that which really matters.
- ▶ Seek depth and honesty while trying to remain as brief as possible.
- ▶ Take the opportunity to observe and explore your own thoughts and assumptions that shape how you approach your work.
- ▶ Raise hand to center us as a group.

促進學習的原則

- ▶ 專注傾聽，保持好奇心
- ▶ 尋求瞭解體會，而非力圖說服
- ▶ 徵求並尊重不同觀點
- ▶ 從心出發，不說廢話
- ▶ 追求誠懇和深度探討，而且力求言簡意賅
- ▶ 盡量觀察，探索形塑出你的工作方法的觀點和假設
- ▶ 舉手發言，讓焦點集中在團體上

“Dialogic Change Processes”

- ▶ Dialogic
 - ▶ needs an inclusive processes involving actors who come from very different backgrounds and perspectives (different social worlds)
- ▶ Change
 - ▶ Its about results – not talk
- ▶ Processes
 - ▶ Involves articulation of multiple pieces or sub-processes occurring both simultaneously and sequentially.

對話式變革流程

▶ 對話

- ▶ 流程必須能包容來自不同背景、見解（不同生活世界）之利益相關者

▶ 變革

- ▶ 關注的是成果，而非空談

▶ 流程

- ▶ 包含明確的（同時或依序發生）多種細部環節或次流程

Some Fundamentals

‣ **Action Matters...**

- Achieving coordination is important for effectiveness

‣ **Thinking Matters...**

- Rigorous reflection on our assumptions and thinking ...our “theories of change”

‣ **Relationships Matter...**

- Paying attention to the “quality of interactions”

‣ **Process Matters...**

- Use of appropriate social tools and approaches for effective process design and facilitation

All of these (coordinated action, quality of thinking, relationships, and process) are both **INPUTS** to achieving change and shifts in these are important **OUTCOMES** for sustaining change.

基本原理

▶ 行動很重要

- ▶ 協調的行動是效能的關鍵

▶ 思考很重要

- ▶ 確實反思我們的假設與思維....我們的「變革理論」

▶ 人際關係很重要

- ▶ 關注人際間的「互動品質」

▶ 流程很重要

- ▶ 運用適當的社會工具與手法來設計與引導有效的流程

這一切（協調的行動、有品質的思維、人際關係和流程）既是完成變革的**投入**，其中發生的轉變也是維持改變時的重要**產出**。

Second-loop learning 第二個循環

A desired change 渴望的改變



Examine our thinking (mental models, assumptions)

檢視我們的想法(心智模式、假設)

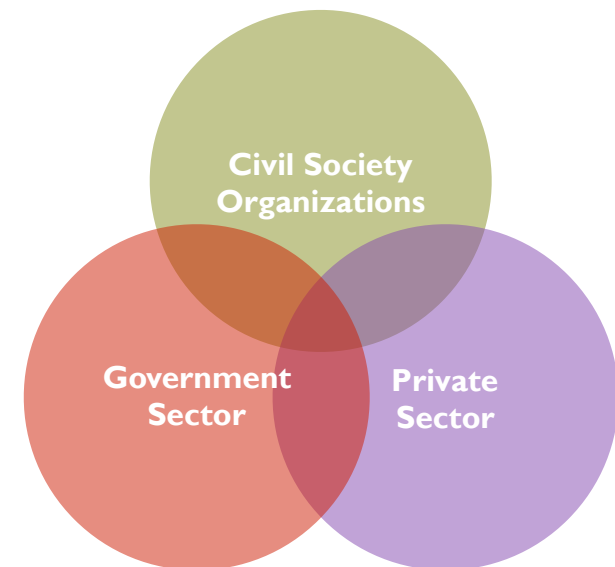
Second-loop learning 學習的第二個循環

Improve actions 改變行動

first-loop learning 學習的第一個循環

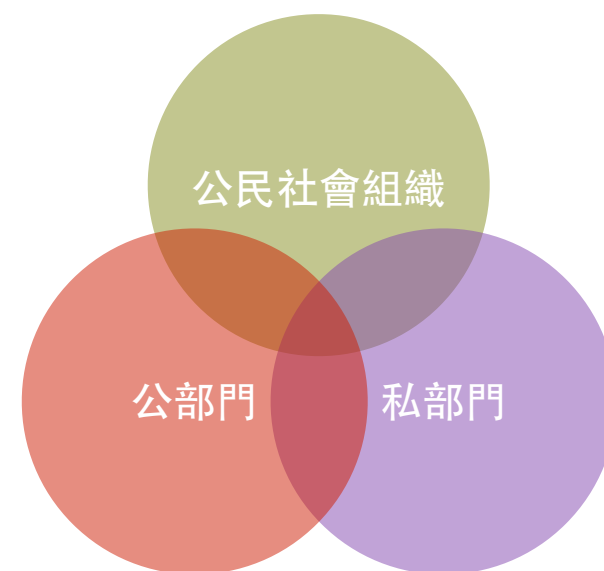
As we become increasingly more plural and diverse, our challenge is not to have more communication, but better communication that allows us to manage meanings and coordinate actions.

- ▶ Our stories, experiences, and our way of thinking condition what we see and how we understand our realities.
- ▶ Our individual vision and knowledge is partial.
- ▶ In dialogue we are challenged...
 - ▶ To examine our own thinking.
 - ▶ To become curious and inquire about other ways of seeing and thinking.
 - ▶ To ask ourselves and others “What am I not seeing?”
“What do we not yet know...and need to learn?”
 - ▶ To value collective wisdom and collaborative action



當我們變得更加多樣與多元後，我們的挑戰不是要做更多的溝通，而是有更好的溝通讓我們處理意義且協調行動。

- 我們的過去、經驗和思維影響了我們能夠接收到什麼訊息與如何瞭解現實。
- 個人所見與知識都只是局部的
- 在對話過程中，我們的挑戰是...
 - 檢視自己的思維
 - 變的好奇，而且開始探詢別人不同的看法與想法
 - 問自己也問其他人「還有什麼是我沒有看到的?」、「還有什麼是我還不知道.....而且需要去學習的?」
 - 重視集體的智慧與合作的行動



Dialogue = “Remaining in the tension”

- ▶ Truth only reveals itself when one gives up all preconceived ideas. - *Shoseki*
 - ▶ *The paradox of “letting go” in order to “let come”*
 - ▶ *recognizing and embracing what we Don’t know - the partialness of our own visions.*
 - ▶ *Move from the logic of strategic planning based on “Predict and Control” to one based on “Learn and Adapt”.*
- ▶ Dialogue asks that we navigate the narrow ridge between holding to our own perspectives while at the same time remaining profoundly open to the Other. - *Martin Buber*

對話 = 保持張力

- ▶ 只有放下所有成見，真理才有可能呈現 - *Shoseki*
 - ▶ 有捨才有得。
 - ▶ 承認並接受自己的盲點與偏見。
 - ▶ 以基於「學習與適應」的原則，取代「預測與控制」的策略發展。
- ▶ 對話要求我們既能堅持己見又能衷心海納 - *Martin Buber*

Inquiry

- ▶ A complementary skill to advocacy that:
 - ▶ seeks to uncover information about why a particular view is held.
 - ▶ asks questions about underlying assumptions, beliefs & reasoning.
 - ▶ explores:
 - ▶ - why do you believe this ?
 - ▶ - what logic leads to this conclusion ?
 - ▶ - what facts and data do you have ?
 - ▶ - what examples or past experience exists ?
- ▶ Supported by an attitude of wanting to understand, explore, learn & expand.
- ▶ Not a technique to cross examine people or to find fault.

探詢

- ▶ 一種與『主張』互補的技巧
 - ▶ 試圖揭開某觀念存在的理由。
 - ▶ 針對潛在的假設、信念、理由 提出問題。
 - ▶ 探索：
 - ▶ 你為什麼相信?
 - ▶ 導致這種結論的邏輯是什麼?
 - ▶ 你掌握哪些事實與資訊?
 - ▶ 有哪些例子或經驗?
- ▶ 基本心態：想要了解、探索、學習以及開展。
- ▶ 這個技巧不是來測驗別人或找碴。

Debate	Dialogue
Assumption: the only solution that exists is the one that I can see.	Assumption: others must have important pieces to this puzzle.
Combative: seek to prove the other is wrong.	Collaborative: seek mutual understanding.
Its about winning	Its about finding common ground
Listen to find errors or flaws	Listen to understand
Defend assumptions	Make explicit, revise and test assumptions
Criticize other's perspective	Examine all perspectives
Defend my perspective against those of others	Recognize that other perspectives can enrich my own perspective
Look for weaknesses or flaws in positions of others	Look for strength and value in positions of others
Seek results that coincide with my position	Seek to discover new opportunities and possibilities

爭辯	對話
假設:我所知道的答案就是唯一的答案	假設:他人也擁有這個解答的重要資訊
爭鋒相對: 試圖證明另一方是錯的	互相合作: 試圖互相了解
重點在贏過對方	重點在探討共同點
聆聽的目的是找出對方的錯誤	聆聽的目的是為了瞭解
為自己的假設辯護	讓假設浮出檯面、重新檢驗與修正
批評對方的想法	重新評估所有觀點
反駁對方的想法 捍衛自己的立場	承認對方的想法可以豐富我的想法
找出對方的瑕疵點	尋找優點 尊重對方的想法
找到驗證自己立場的結論	發現新的機會與可能性

DELIBERATION – Tough decisions with “Trade-offs”

- ▶ Metaphor: Coming home at end of a long and hard day
 - ▶ Want to rest
 - ▶ Children remind you of going to movie
 - ▶ Spouse reminds you of important community meeting that you are expected to attend
 - ▶ Boss calls and wants you to come back to office to review last minute details that are urgent
 - ▶ Friend call and is in crisis

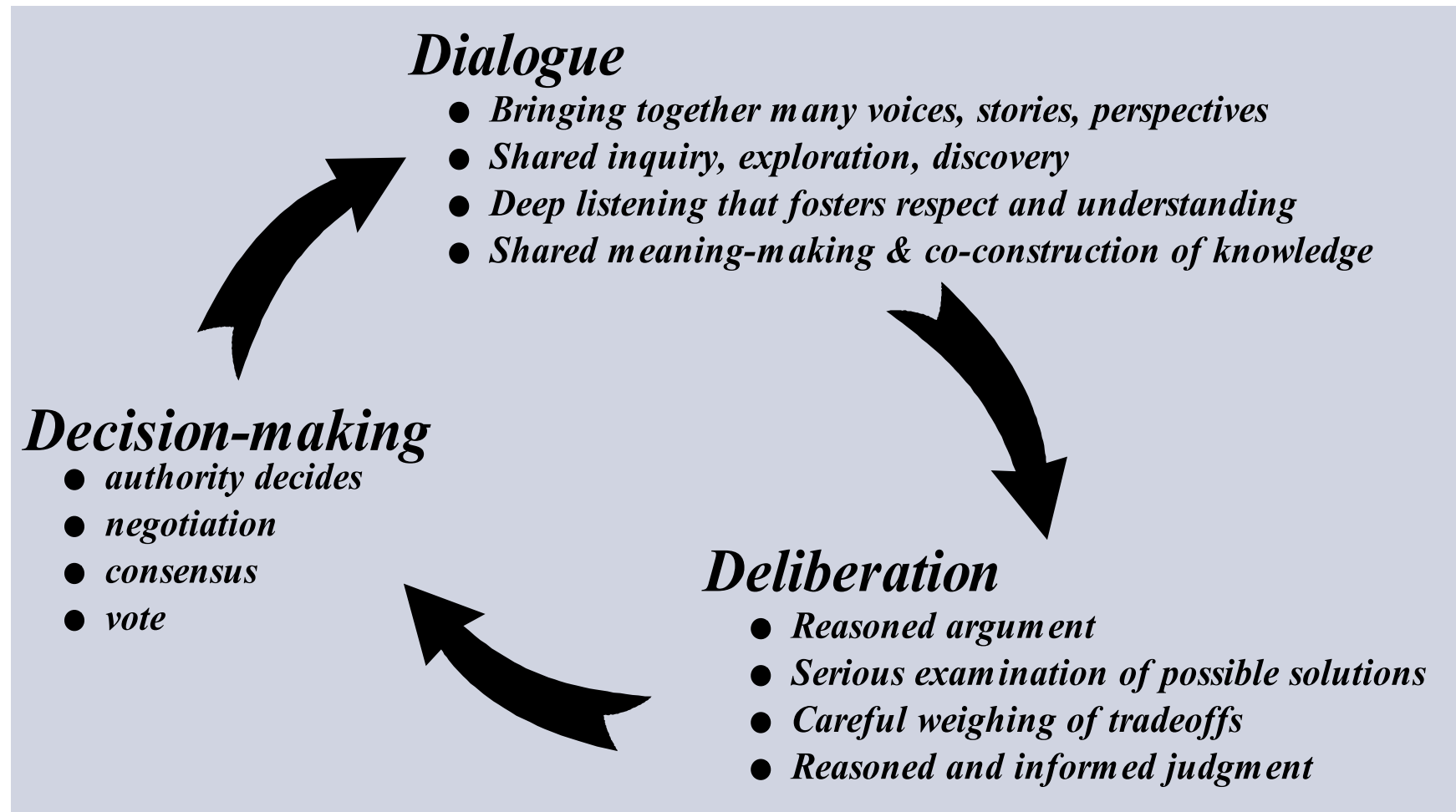
WHAT DO YOU DO?

審慎權衡 — 難以決定的「取捨」

- ▶ 隱喻：工作了又長又累的一天後回到家
 - ▶ 想休息
 - ▶ 小孩提醒你今天要帶他們去看電影
 - ▶ 另一半提醒你答應要出席今晚一場重要的社區會議
 - ▶ 老闆要你立刻回辦公室核閱一份緊急的會議記錄
 - ▶ 朋友打電話來求救

你怎麼辦？

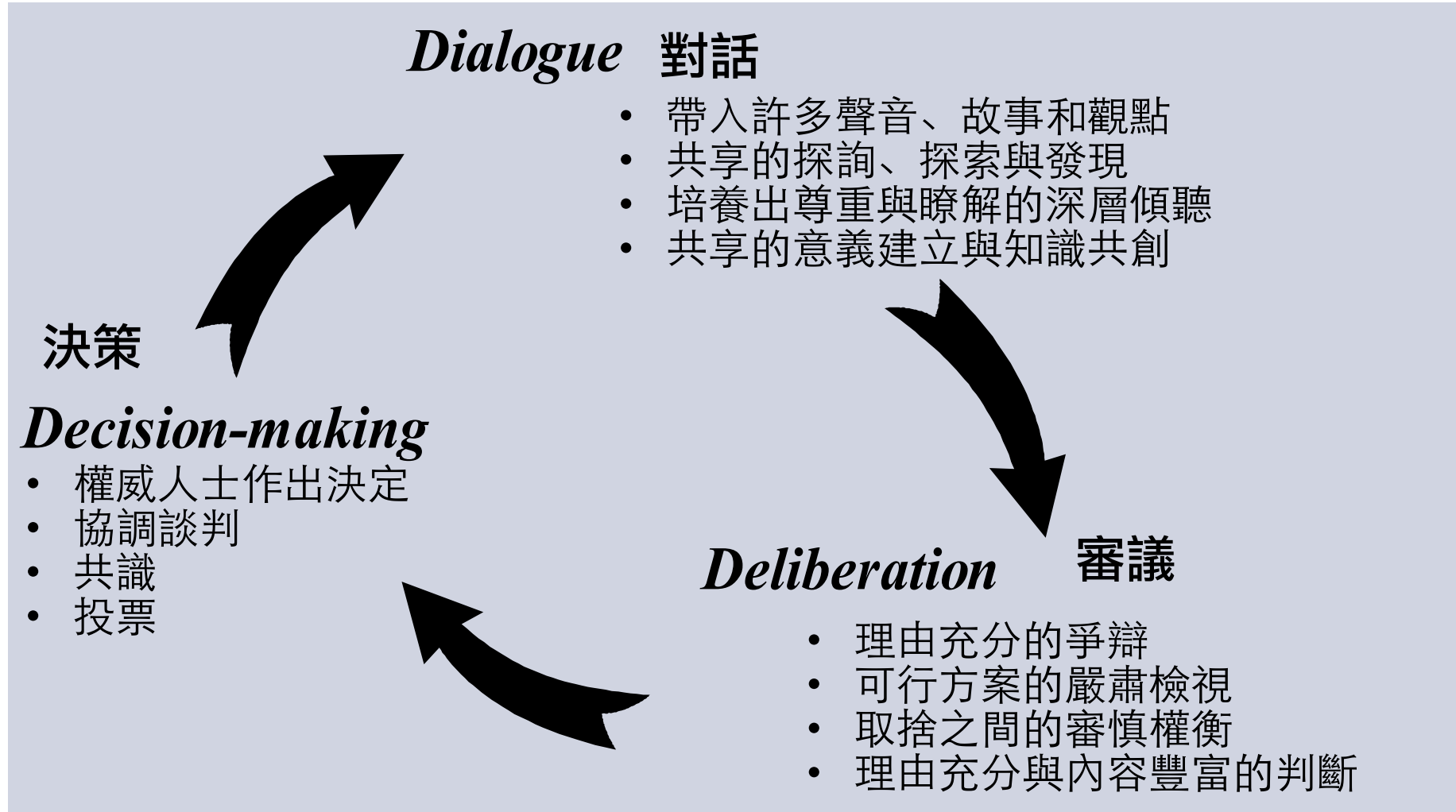
Distinct phases



Desired results:

1. Concrete Agreements
2. Strengthened governance
(strengthening a culture of democratic practices)

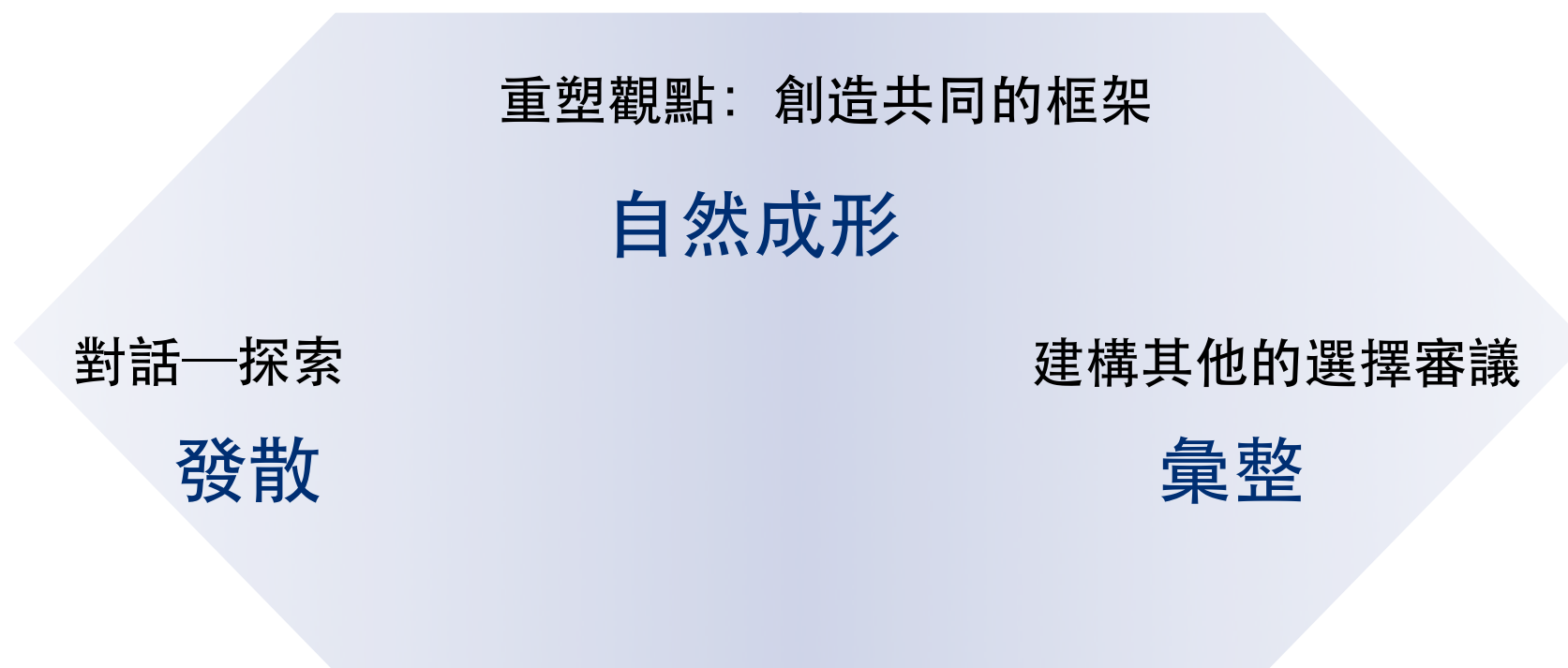
階段說明



預期的成果：

1. 具體的協議
2. 強化的治理（強化的民主實踐文化）

對話的演化



製造混亂 讓團隊感到挫折



混亂中產生秩序 事情逐漸明朗

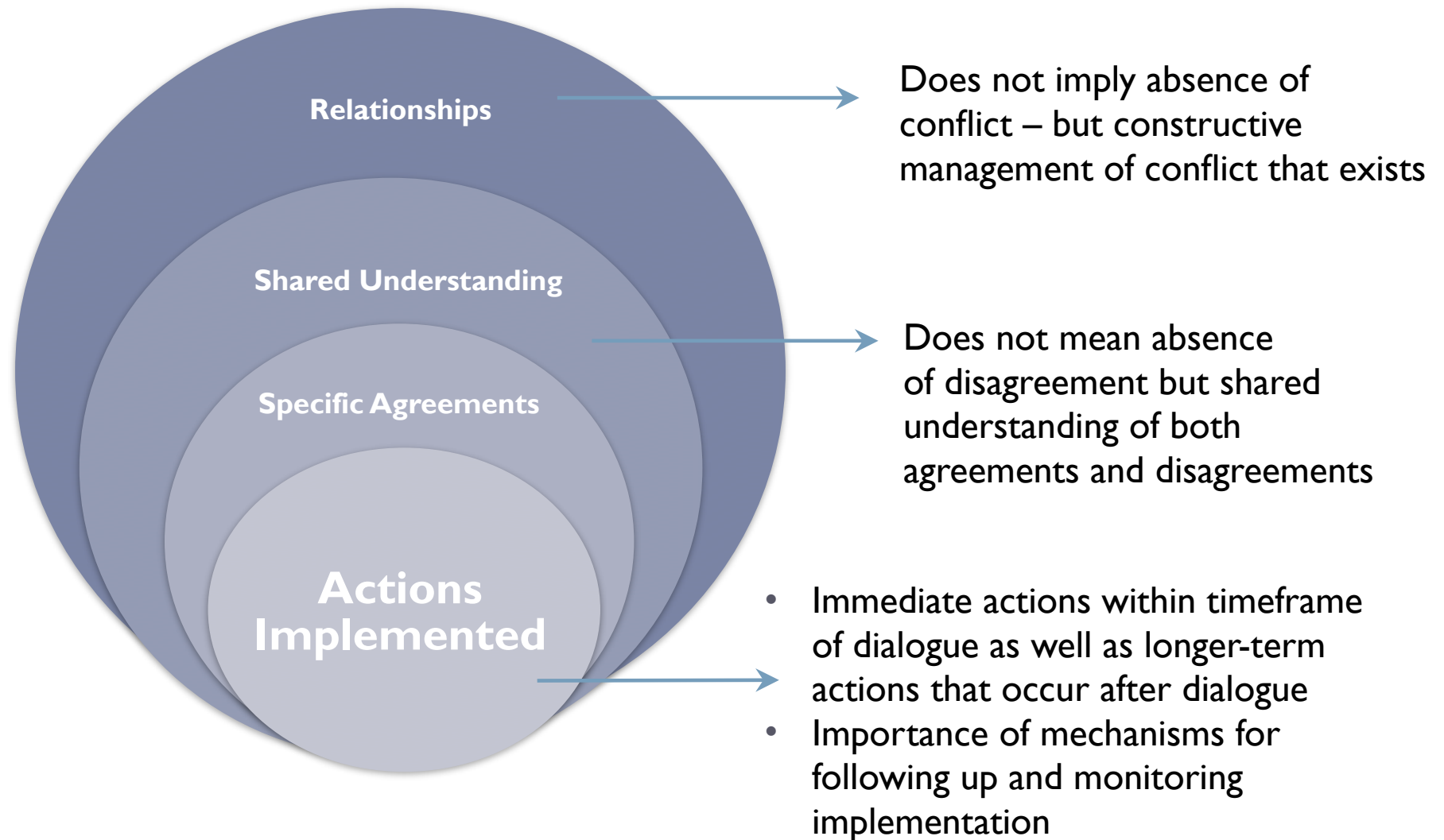
Dialogue offers response to important challenges?

- ▶ The challenge of dealing with complexity
- ▶ The challenge of coordinating meanings
- ▶ The challenge of producing innovation
- ▶ The challenge of enabling deliberation
- ▶ The challenge of achieving sustainable results

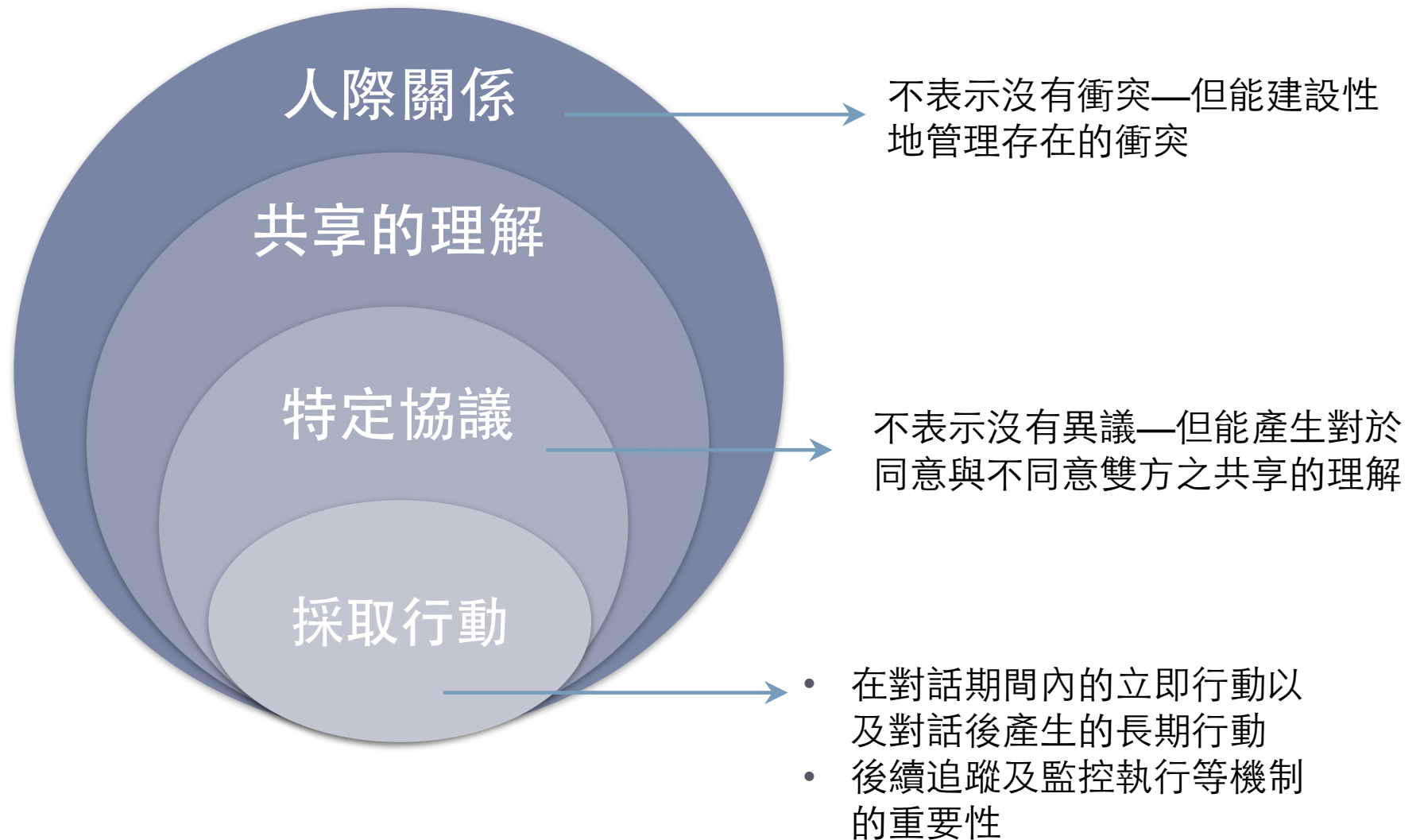
對話能夠回應重要的挑戰嗎？

- ▶ 因應複雜度的挑戰
- ▶ 整合意義的挑戰
- ▶ 創新的挑戰
- ▶ 促成審議的挑戰
- ▶ 獲得永續成果的挑戰

Different purposes and results



不同的目的與成果



Dialogue and Negotiation/Mediation: Some differences

- ▶ *The hoped-for product of mediation or negotiation is a concrete agreement. The aim of dialogue is a changed relationship.*
- ▶ *The currency of negotiation is defining and satisfying material interests through specific jointly agreed arrangements. The outcome of dialogue is to create new human & political capacities to solve problems.*
- ▶ *Negotiations require parties who are ready to try to reach agreement. Dialogue can be fruitful by involving parties who are not yet ready for negotiations but do not want a destructive relationship to continue.*
- ▶ *Negotiation deals with goods or rights that can be divided, shared or defined in tangible ways. Dialogue may change relationships in ways that create new grounds for mutual respect and collaboration.*

- Hal Saunders in A Public Peace Process

對話與談判/調解之間的差異

- ▶ 調解或談判所預期的產物是一個具體的協議。對話的目標是獲得改變的人際關係。
- ▶ 談判是經由特定的共同安排來獲取限定且令人滿意的物質利益。而對話的結果是開創一個新的人性與政治能力去解決問題。
- ▶ 談判的對象需要準備好想達成協議。而對話的對象是尚未準備要達成協議，但又不希望持續破壞人際關係；光是這樣，就能獲得豐碩的成果。
- ▶ 談判處理的是能實際被分配、分享或定義的物品或權利。對話可以建立全新的相互尊重與合作基礎來改變人際關係。

- Hal Saunders in A Public Peace Process

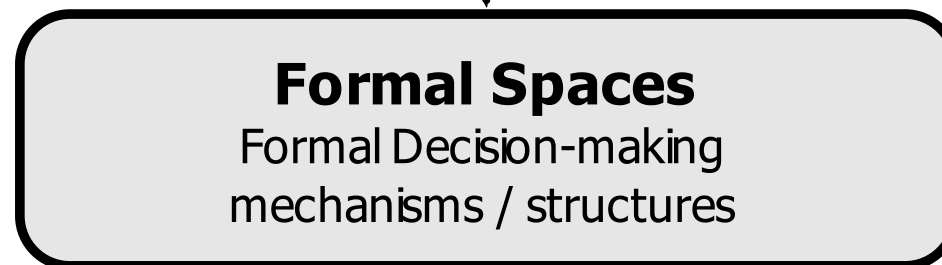
公部門
GOVERNMENT

市民社會組織
CIVIL SOCIETY



- 發展出一個對於現狀之共享的願景和理解
- 確認所需要的資訊
- 探索向前進行的可能途徑

對話 → 審議 → 決策



正式空間

正式的決策
機制/架構

Where is change necessary?

Dimensions to consider in dialogue processes

Individual <ul style="list-style-type: none">• Leadership styles• Mental maps – Unexamined assumptions• Partial visions / truth• Attitudes and values• Competencies in communication, conflict transformation, dialogue,	Relationships <ul style="list-style-type: none">• Dysfunctional Relationships• Distrust• Poor communication• Misunderstandings• Competition• Power asymmetry
Culture <ul style="list-style-type: none">• Patterns of exclusion, polarization• Patterns of simplistic and distorted discourse• Weak culture of civic participation• Clash of different social worlds	Institutions / Structures <ul style="list-style-type: none">• Weak or missing structures or institutions• Political Accords, Policies, Laws• Weak mechanisms, procedures• Weak systems (information, decision-making, resource distribution, security, etc)• Structural violence

必要的改變是什麼呢？

在對話過程中須考慮的面向

個人

- 領導風格
- 心智地圖-未經檢視的假設
- 部份的視野/事實
- 態度與價值觀
- 溝通、衝突轉化、對話等相關能力

人際關係

- 有障礙的互動
- 猜疑
- 劣質溝通
- 誤解
- 競爭
- 權力不對等

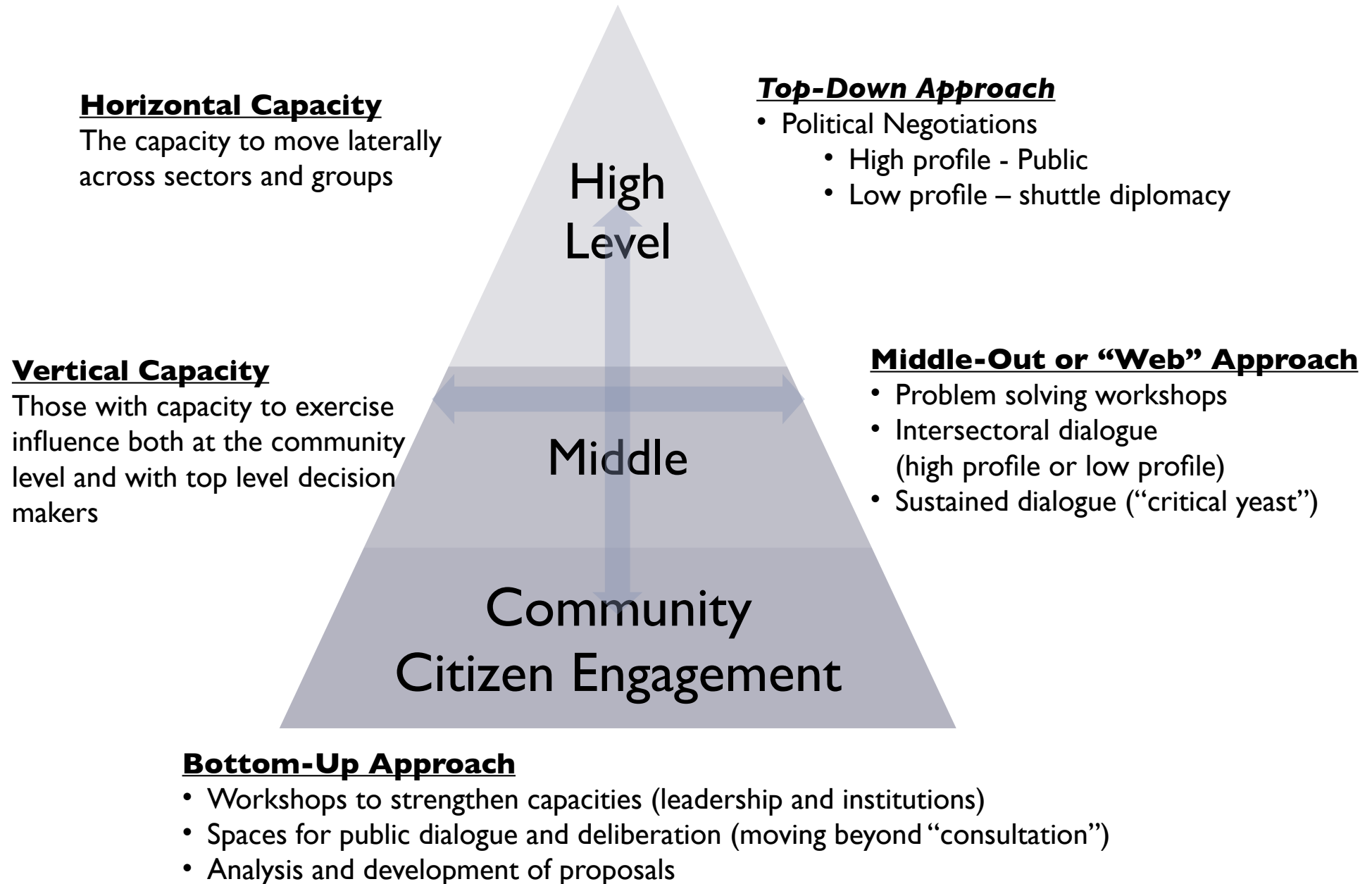
文化

- 排他與對立的模式
- 過度簡化及扭曲言論的模式
- 低度公民參與文化
- 不同社會的衝突

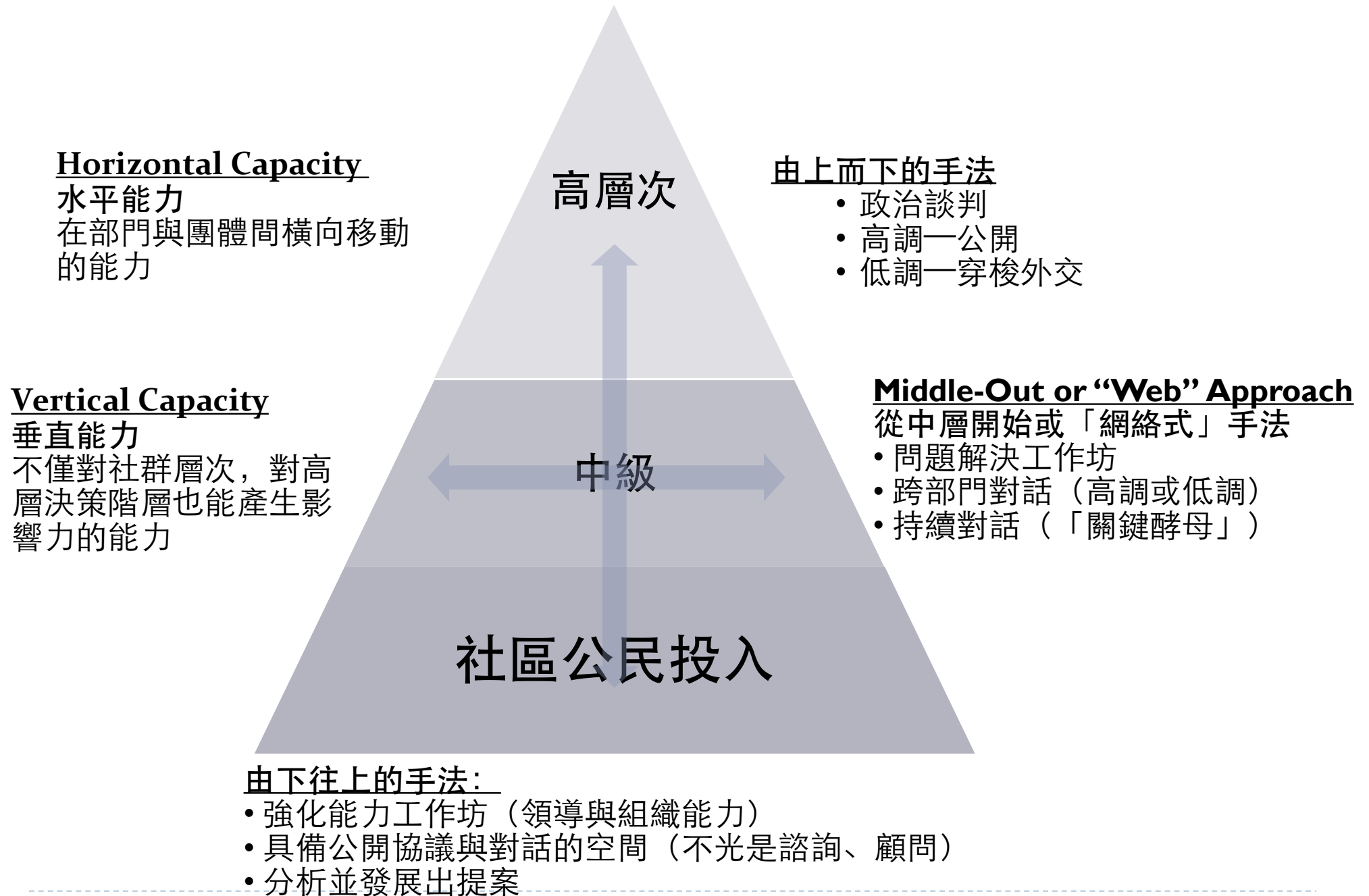
機構/架構

- 無力或不存在的架或機構
- 政治、政策、法令
- 無效的機制及程序
- 系統不彰（資訊、決策、資源分配、安全等）
- 結構性暴力

Different Levels and Logics of Intervention

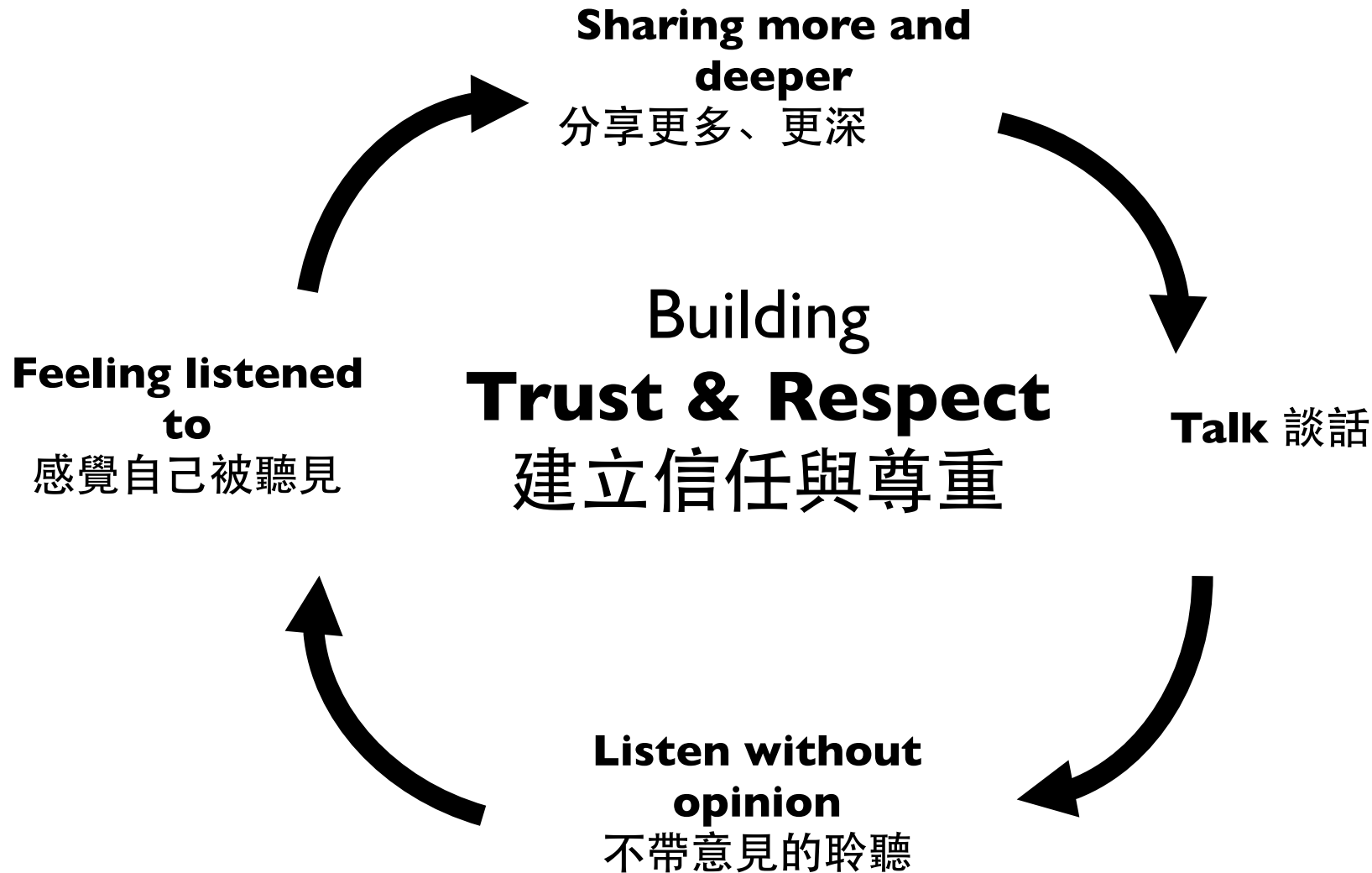


介入的不同層次與邏輯



Transformative Power of Listening and Inquiry

聆聽與探詢的轉化力



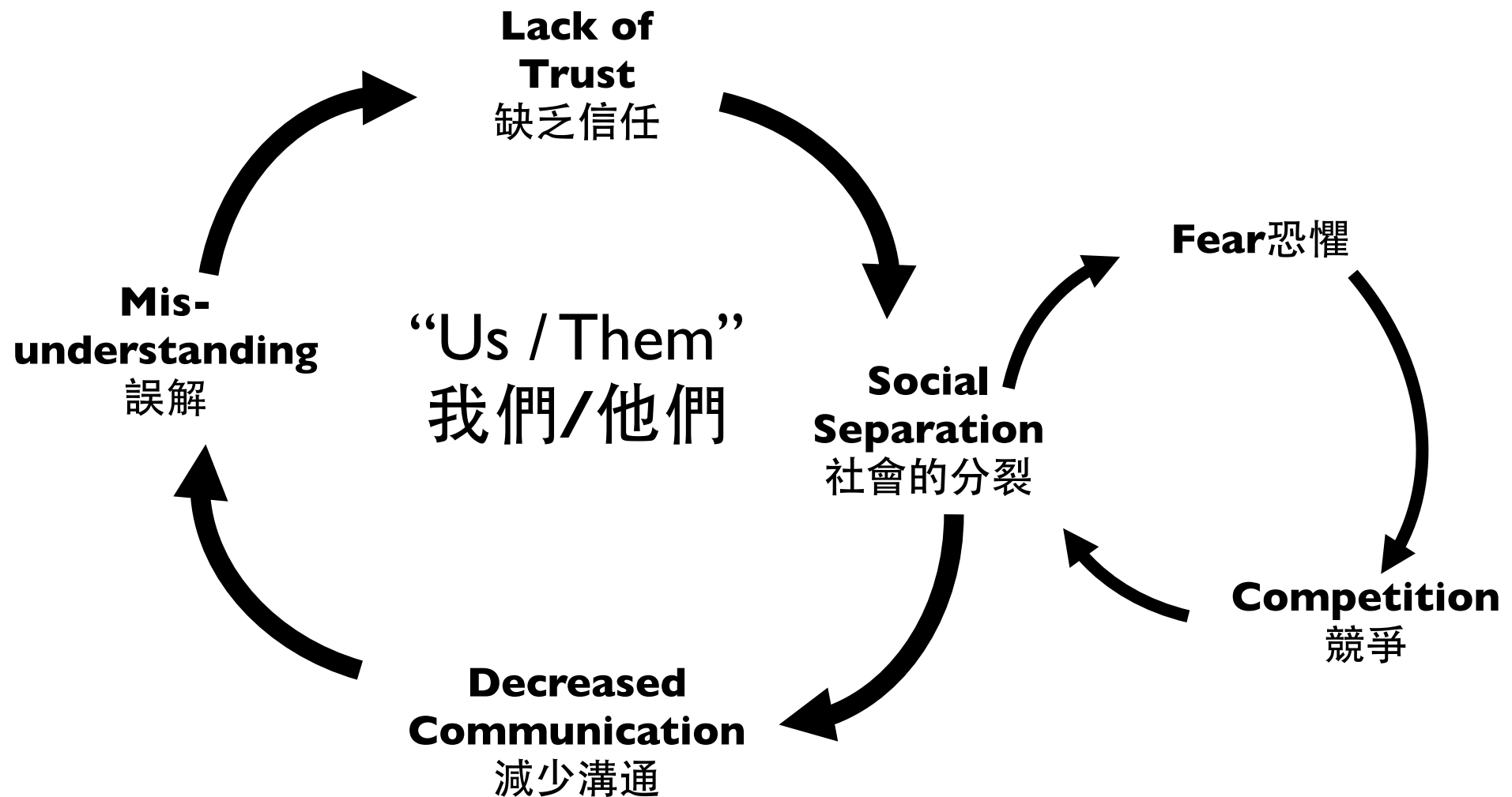
Transformative Power of Trust

信任的轉化力



Transformative Power of Mistrust

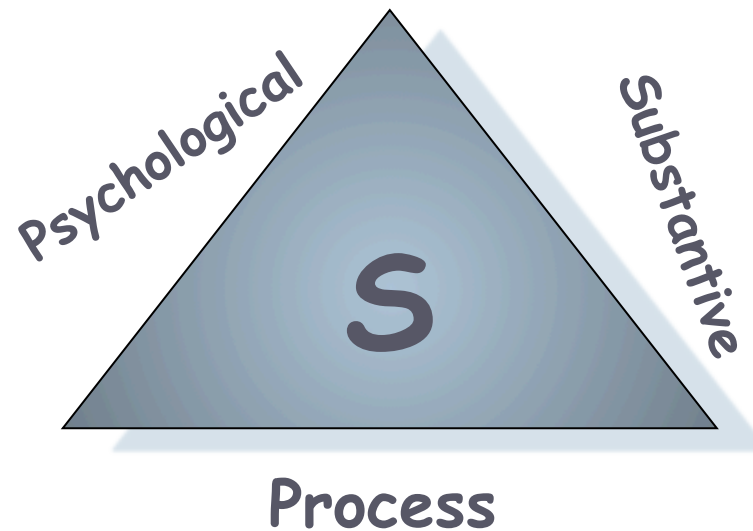
不信任的轉化力



滿意三角

三種利益與需要

- ▶ 心理上
參與者的感受
 - ▶ 被尊重
 - ▶ 被傾聽與瞭解
 - ▶ 合法性
- ▶ 實體上
參與者想達成什麼
 - ▶ 資源...等等
- ▶ 流程/程序
我們如何進行
 - ▶ 感受到被包容在決策中
 - ▶ 過程公平且清楚



Process Design

General Principles / Core Challenges

- ▶ **Inclusiveness**

- ▶ Guaranteeing the inclusion and participation of all perspectives, including the voices of those frequently excluded or on the periphery.
- ▶ Ensuring **quality** of participation (information, competencies, clarity of purpose and mandate)

- ▶ **Joint Ownership - Parties own the process**

- ▶ Co-design of process

- ▶ **Legitimacy**

- ▶ Impartial process management (facilitation, managing information, documentation, communication, logistics)
- ▶ Clear mechanisms for monitoring and follow-up

- ▶ **Political will**

- ▶ Not only to engage in dialogue, but also to reach agreements and follow through with implementation

流程設計

主要原則與挑戰

▶ 包容性

- ▶ 保證包容性及所有觀點的參與，包含經常被排除在外或外圍的聲音
- ▶ 確保參與的品質（資訊、能力、目的與法令的清晰度）

▶ 所有權共有 - 參與之各團體擁有這對話的流程

- ▶ 共創出流程設計

▶ 合法性

- ▶ 公正地管理流程（引導、管理資訊、記錄、溝通與行政安排）
- ▶ 明確的後續追蹤與成果監控機制

▶ 政治意圖

- ▶ 不只是展開對話，還要達成協議並追蹤執行成效

Common Challenges in Design Stage (Pre-dialogue)

- ▶ “Gaining entry”
 - ▶ Who is best situated to initiate contact, conduct assessment, convene
- ▶ Managing expectation
 - ▶ How to talk about the importance of a process without creating unrealistic expectations
 - ▶ How to talk concretely about goals and desired results AND at the same time recognize the inherently open nature of these political processes
- ▶ Enlisting actors
 - ▶ What to do if key actors are unwilling to participate
- ▶ Managing timeframes
- ▶ Representation
 - ▶ Leadership crisis, elite vs broader inclusion and citizen/public engagement
- ▶ Valuing tangible and intangible outcomes
 - ▶ The challenge of making visible intangible outcomes that often are the most significant

對話前，設計流程時常見的挑戰

- ▶ 啟動進場
 - ▶ 誰最合適啟動第一次接觸、進行需求評估、召集？
- ▶ 管理期望值
 - ▶ 如何說明對話流程的重要性同時不引發不切實際的期待
 - ▶ 如何在具體說明目的及期待成果的**同時**還能彰顯出在這種政治過程中原本存在的開放本質
- ▶ 招募利益相關者參與
 - ▶ 萬一主要利益相關者不願意參與時，該怎麼辦？
- ▶ 時程的管理
- ▶ 代表性
 - ▶ 領袖危機、菁英 vs 普羅大眾、公民/公眾的廣泛投入
- ▶ 重視具體與抽象的成果
 - ▶ 挑戰是：讓摸不著卻最重要的成果被看見

Principle of Co-Design

▶ **Benefits:**

- ▶ Creates stronger sense of ownership and responsibility for the process – *psychological dimension*
- ▶ Creates a design that is informed by multiple perspectives and concerns – *substantive dimension*
- ▶ Builds clarity among the actors about the process and its underlying logic – *process dimension*

▶ **Approaches:**

- ▶ Technical team drafts a proposal based on comprehensive assessment and then circulates for feedback
- ▶ Dialogue sponsors host working retreat with key actors with facilitation and technical support
- ▶ A design emerges through ‘shuttle diplomacy’ in form a bilateral conversations

共同設計的原則

▶ 好處

- ▶ 心理層面—創造出對流程更強的擁有感與責任感
- ▶ 實體層面—創造出從多元觀點與考量出發的設計
- ▶ 流程層面---讓所有利益相關者清楚瞭解流程及其背後的邏輯

▶ 手法

- ▶ 技術小組先根據完整的需求評估擬定草案，讓大家傳閱並提供回饋。
- ▶ 對話主辦者與主要的利益相關者運用團隊引導與相關的技術協助舉辦工作坊。
- ▶ 經由雙邊會談的穿梭外交，產生設計。

有效設計的必要投入/資源

- ▶ 相關背景知識
 - ▶ 政治的
 - ▶ 歷史的
 - ▶ 文化的
- ▶ 實務的專業技能/知識
- ▶ 流程的專業技能/知識
- ▶ 稱職的領導/引導
- ▶ 全面的評估

Assessment

- ▶ Understanding Assessment as Intervention – importance of dialogic approach
- ▶ Assessment serves several purposes simultaneously:
 - ▶ Serves the **design process** by
 - ▶ Eliciting stakeholder participation
 - ▶ Producing key information and insights for shaping process design
 - ▶ Assesses ripeness of conditions for success
 - ▶ Serves **stakeholders and potential participants** by
 - ▶ Establishing shared body of knowledge and understanding of situation
 - ▶ Fostering self-reflection in stakeholders
 - ▶ Helping to strengthen or re-frame relationships
 - ▶ Serves **monitoring and evaluation** by
 - ▶ Establishing pattern of rigorous analysis of conditions and context to support continual monitoring and adaptation
 - ▶ Creating baseline of information and understanding for eventual evaluation of outcomes

Full Assessment includes:

- Mapping of Issues
- Mapping of Actors
 - Interests/needs/concerns
 - Perceptions
 - Connections to others / quality of relationships
 - Willingness to engage
 - Power/Mean of influence
 - Potential role/contribution
- Context
 - Historical
 - Political
 - Social/Cultural

需求評估

- ▶ 需求評估也是一種介入—對話式手法的重要性
- ▶ 需求評估同時滿足多種目的

- ▶ 針對 流程設計：透過...
 - ▶ 釐清利益關係者的參與
 - ▶ 整理出重要資訊與形塑流程設計的洞見
 - ▶ 評估成功條件的成熟度
- ▶ 針對 利益關係者及可能的參與者：透過...
 - ▶ 建立共享的內容主體與對情勢的瞭解
 - ▶ 促成利益關係者的自我反思
 - ▶ 強化或重新架構彼此的互動關係
- ▶ 針對 監控與評估：透過...
 - ▶ 建立嚴謹的情境分析模式與環境以支持後續的持續監控與調適
 - ▶ 為了將來成果的評估，準備好資訊與理解的基礎

完整的需求評估包含

- 議題的確認、建構
- 利益相關者的確認、建構
 - 利益/需要/關切的議題
 - 認知
 - 與他人的連結/互動關係品質
 - 投入的意願
 - 權力/影響力的方式
 - 潛在的角色/貢獻
- 背景
 - 歷史的
 - 政治的
 - 社會 /文化的

引發利益相關者的參與

- ▶ 挑戰
 - ▶ 如何啟動進場?
 - ▶ 從哪裡進場?
 - ▶ 如何用建立而非破壞信譽的方式進行?
- ▶ 談話的對象及順序，將會傳遞當事人意圖的訊息。

Engaging Stakeholders

- ▶ Some tips
 - ▶ Be as well informed as possible about the interviewee by reviewing prior conversations and consulting available sources of information.
 - ▶ Consider both the content to be covered and the quality of conversation one hopes to achieve. For example, plan an opening line of inquiry that will engage the other person in a positive way, and anticipate difficulties or challenges that may arise.
 - ▶ Reflect on whether one has a preconceived agenda, ideas, biases, or fears that might get in the way of being open and empathetic in the conversation.

引發利益相關者的參與

▶ 小秘訣

- ▶ 訪談前盡可能瞭解、參考對被訪談者的資料背景
- ▶ 事先考慮訪談該涵蓋的內容及會話品質。例如可以是先規劃好一些能引發正向思考開放性以及探詢式問題，也要事先預測可能的困難與挑戰。
- ▶ 思考對方是否已有先入為主的議程、想法、偏見或恐懼。這些都有可能妨礙訪談會話的開放並偏向感情用事。

利益相關者分析表

利益 相關 者	興趣 需求 目標 顧慮	重要議題 的觀點與 立場	與他人的連結 / 互動關係品質	對 對話流程 的開放與 支持	權力 / 影響 力的方式	可能的角色 與貢獻

Assessment: Engaging the actors in conversation

- ▶ Principle of Assessment as Intervention – importance of dialogic approach
- ▶ Sample of interview topics / questions
 - ▶ **Cost/Benefit of engaging in a dialogue process**
 - ▶ What would you stand to gain by participating in such a process? What would you risk losing?
 - ▶ What do you stand to gain by NOT participating in such a process? What do you risk losing?
 - ▶ **Identify the conditions necessary for engagement**
 - ▶ If you were to participate in a dialogue process to deal with this issue, what would you need to make it worth your effort?
 - ▶ **Identify other stakeholders**
 - ▶ Who else do you think would need to be involved in this process in order for it to succeed?
 - ▶ Who else should we talk to?
 - ▶ **Identify the scope of the issue(s)**
 - ▶ If a process were designed to deal with this issue, what other issues do you think must also be addressed in this process?
 - ▶ What are the issues that should not be addressed or that you would be unwilling to address in the process?
 - ▶ **Identify expectation**
 - ▶ If this process was ultimately successful by your standards, what would it look like to you?
 - ▶ What is the most likely scenario if the situation continues as it is without significant change in how people are acting?

需求評估：讓利益相關者參與在對話中

- ▶ 需求評估也是一種介入—對話式手法的重要性
- ▶ 訪談主題及問題的範例
 - ▶ 投入對話式流程的成本/好處
 - ▶ 參與這樣一個流程你會主張應該獲得什麼？會承擔何種風險？
 - ▶ 不參與這樣一個流程你會主張應該獲得什麼？會承擔何種風險？
 - ▶ 確認投入的必要條件
 - ▶ 假設你會參與這對話式流程來討論這項議題，你需要哪些條件確保你的付出是值得的？
 - ▶ 確認其他利益關係者
 - ▶ 為了達成目的，你認為還有誰應該納入這個流程？
 - ▶ 我們還需要和誰討論？
 - ▶ 確認議題的範疇
 - ▶ 如果採用了一個流程來解決這個議題，你認為還有哪些議題也必須一起討論？
 - ▶ 有哪些議題是不應該討論或你不願意在這個流程討論的？
 - ▶ 確認期望值
 - ▶ 若這流程達到了你標準中的最大成功，你想看到什麼？
 - ▶ 如果目前的情勢不變，人們的行為沒有多大改變，會是什麼結果？什麼景象？

Communication strategy

- ▶ Procedures for official documentation of the dialogue process and its outcomes
- ▶ A plan for bringing constituents and/or public along with the process.
- ▶ Guidelines on how representatives participating in the dialogue will interact with their constituents.
- ▶ An approach to setting expectations for the flow of information about dialogue events.
- ▶ Guidelines on communication with public media.

溝通策略

- ▶ 對話過程及其產出之正式紀錄的程序。
- ▶ 帶領代表人和/或公眾經歷對話歷程的計劃。
- ▶ 參加對話的代表如何與其代表人互動的準則。
- ▶ 製定關於活動資訊如何流通之期望值的做法。
- ▶ 和輿論媒體溝通的準則。

On Timeframes

- ▶ Planned times will differ from actual times
- ▶ There will be a tension between times pressures and achieving the results desired
- ▶ To ensure that participants remain engaged throughout the process, it can be useful to talk about time in terms of stages or phases
- ▶ In determining times, take into account the law of diminishing returns
- ▶ The dialogue process should have a clearly established end point

管理時程

- ▶ 計劃好的時間配置和實際發生的將會不同
- ▶ 在時間壓力與達成預期成果之間會有張力
- ▶ 確保所有參加者全程人在心在。介紹各階段的時間可能會有幫助。
- ▶ 決定時間時，要考慮到遞減法則。
- ▶ 對話過程要有一個很清楚的結束點。

**Exploratory
Mission**

**Pre-
Dialogue**

**Dialogue
Process**

**Monitoring &
Follow-up**

Exploratory Mission

- Assessment of current situation – taking the pulse
 - Listen to the experiences and perspectives of the different actors-sectors
 - Develop initial mapping of actors and issues
 - Explore ripeness of current conditions for dialogue
 - Detect opportunities for possible support
- Full Assessment includes:
- Mapping of **Issues**
 - Mapping of **Actors**
 - Interests/needs/concerns
 - Perceptions
 - Connections to others / quality of relationships
 - Willingness to engage
 - Power/Mean of influence
 - Potential role/contribution
 - **Context**
 - Historical
 - Political
 - Social/Cultural

Exploratory Mission 探索任務

- 現況需求評估一把脈
- 傾聽不同部門行動者的經驗與觀點
- 利益相關者與議題的初步辨認
- 探索目前情況對於迎接對話的成熟度
- 探尋可能的支持機會

完整的需求評估包含

- 議題的確認、建構
- 利益相關者的確認、建構
- 利益/需要/關切的議題
 - 認知
 - 與他人的連結/互動關係品質
 - 投入的意願
 - 權力/影響力的方式
 - 可能的角色/貢獻
- 背景
 - 歷史的
 - 政治的
 - 社會 /文化的

Pre-dialogue (Co-Design)

Objectives

- ❖ Develop a design that is perceived as legitimate and credible by all parties involved
- ❖ Ensure all parties jointly own the process

Depends on ...

- Active participation in the construction of the process design
- Ground rules
- Who Convenes
- Who facilitates

Facilitated process of co-design requires defining the following:

- Purpose / Objectives
- Selection of participants
- Issues and Agenda
- Roles
 - Facilitation
 - Technical support (Secretariat)
 - The media
- Information & communication systems
- Logistics
- Timeframes
- Resources

Preparation:

- Establish technical secretariat
 - Documents process and maintains constant communication with the participants
 - Prepares technical inputs
 - Manages logistics
 - Administrative tasks
- Advisor in process methodologies and techniques
- **Capacity building**
- Establish budget and mobilize resources

對話前（共同設計）

Objectives 目的

- ❖ 設計出一個所有參與團體都認為是合法且可信的流程
- ❖ 確保每個團體都共同擁有這個流程

Depends on ... 必須依靠

- 建構流程設計時的主動參與
- 設定基本原則
- 由誰召集
- 由誰引導

Facilitated process of co-design requires defining the following:

引導式的共創流程需要定義出：

- 目的/目標
- 選擇參與者
- 議題與議程
- 角色
- 引導方式
- 技術協助（執秘）
- 媒體
- 資訊及溝通系統
- 行政
- 時程
- 資源

Preparation: 準備

- 任命執行秘書
- 紀錄流程並保持與參與者的定期溝通
- 準備技術相關的內容
- 後勤管理
- 行政任務
- 流程方法與技術的顧問
- 能力建構
- 建立預算與調度資源

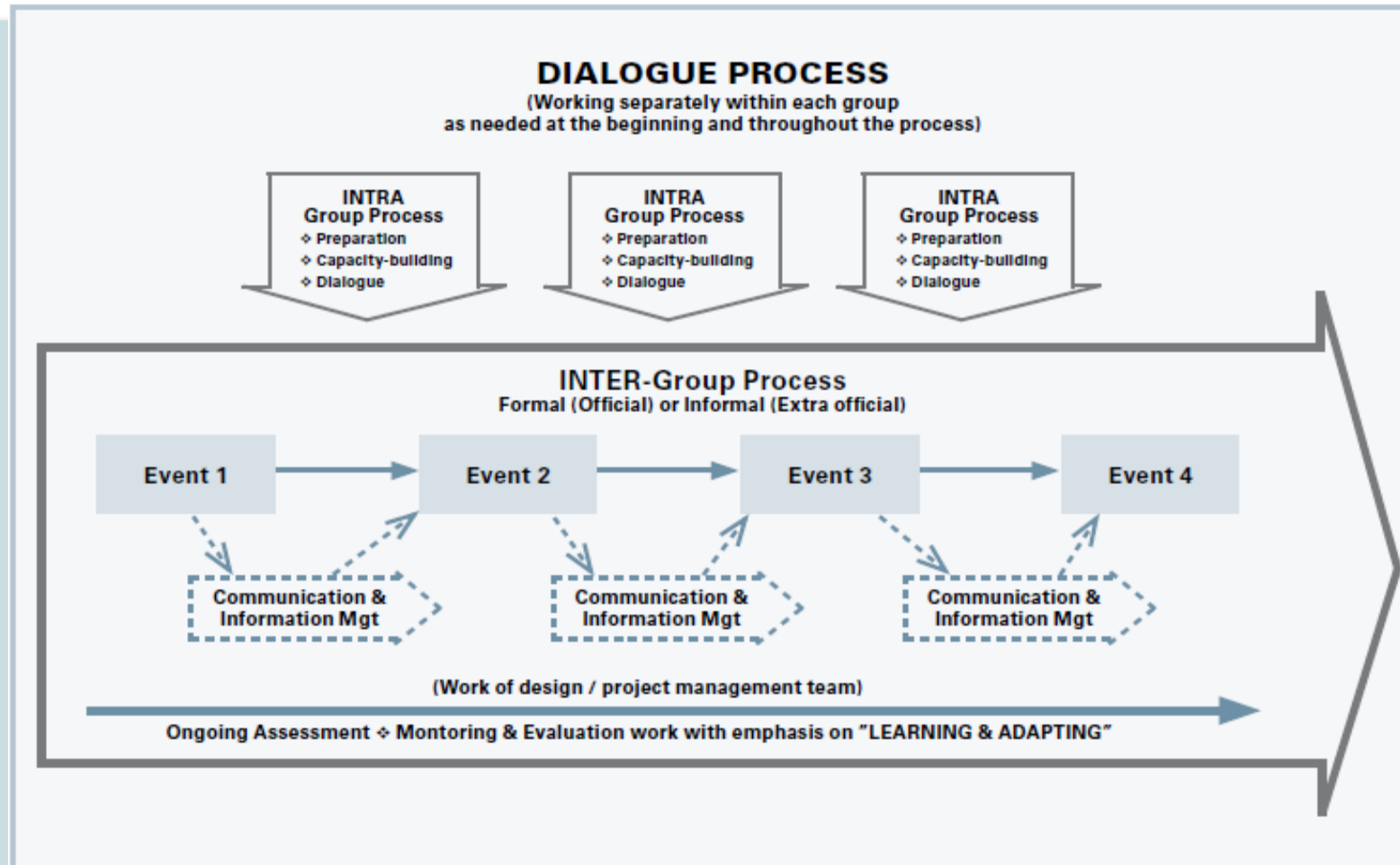
Exploratory
Mission

Pre-Dialogue

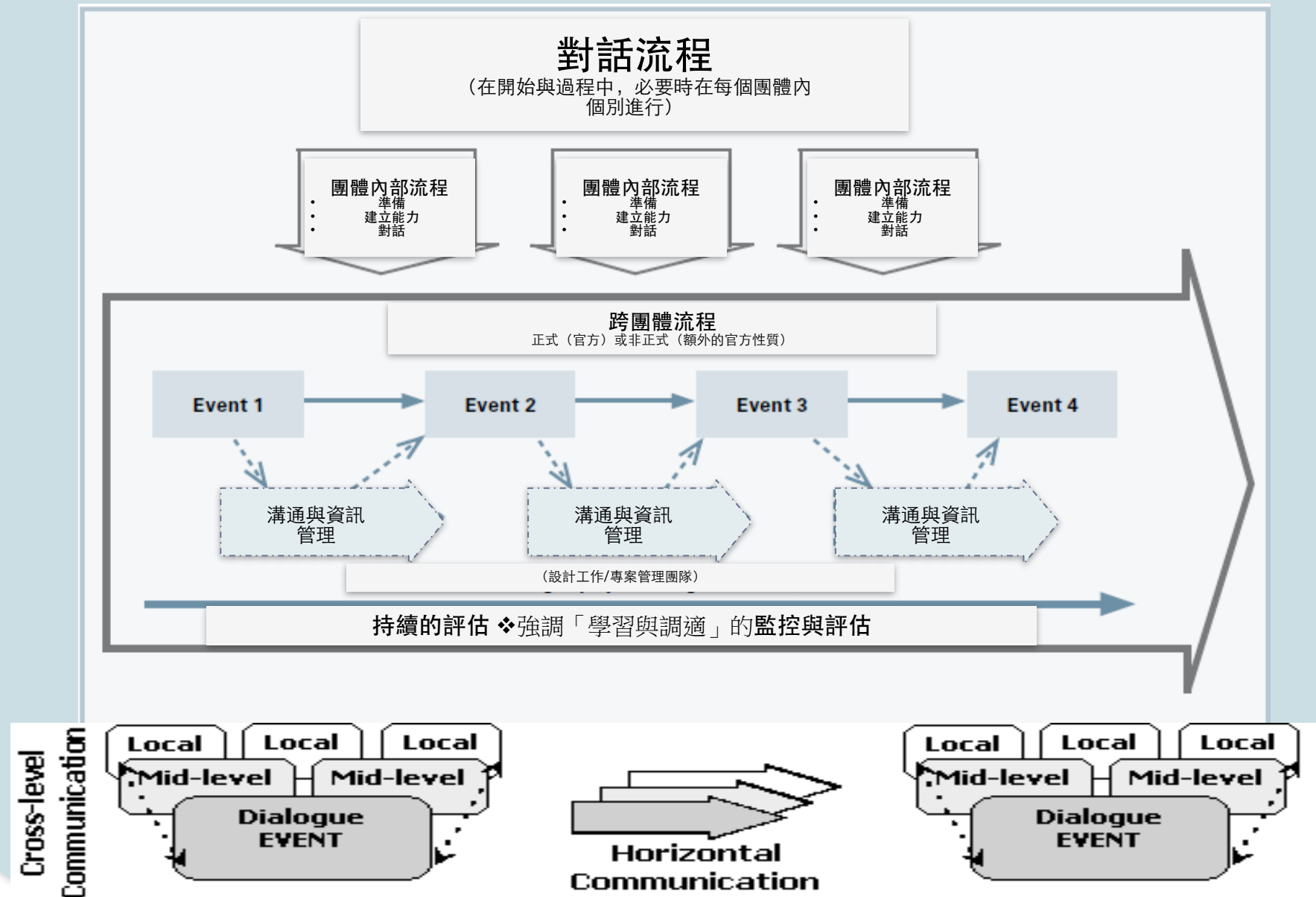
Dialogue Process

Monitoring &
Follow-up

Dialogue Process



對話流程

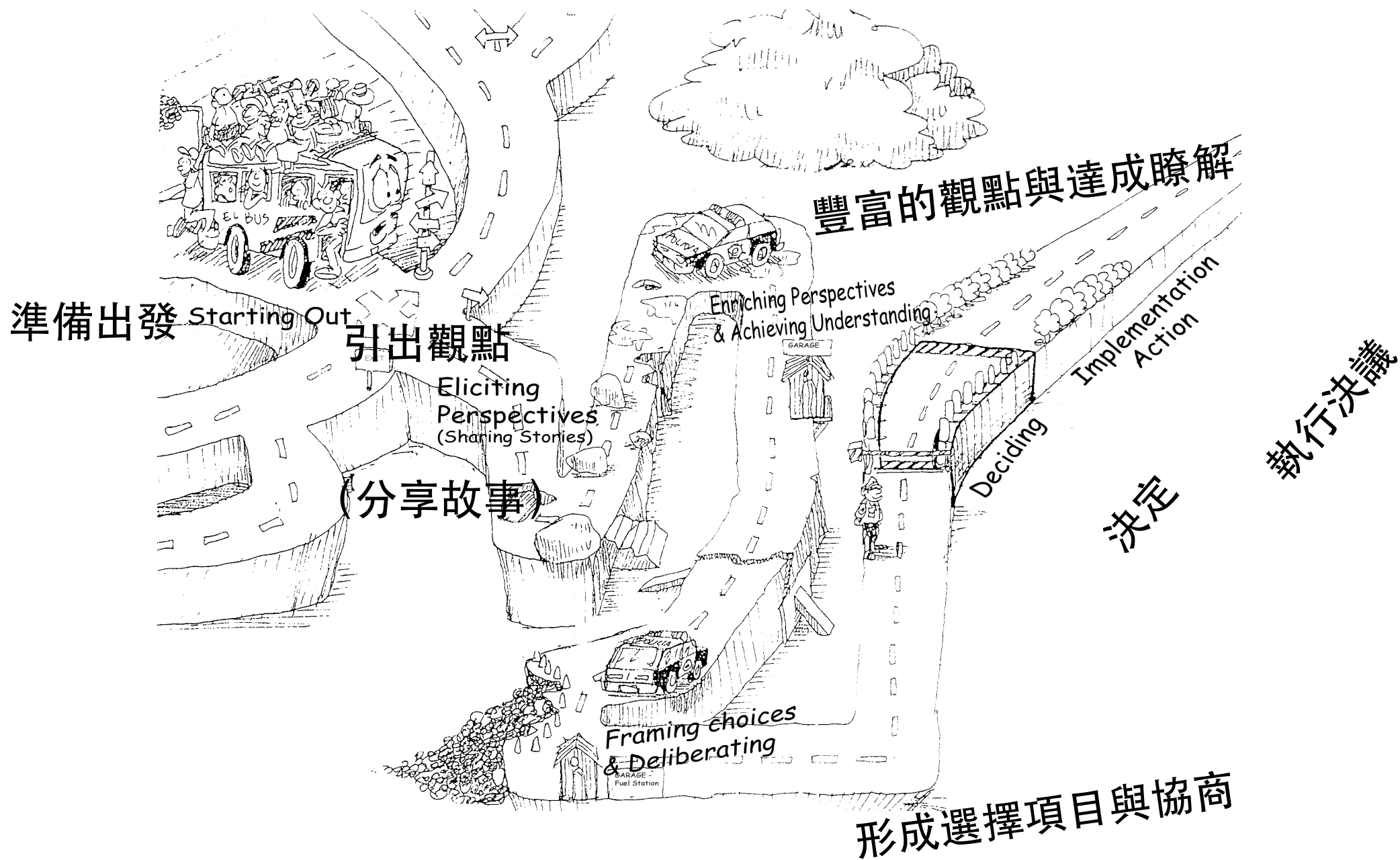


Monitoring & Follow-up

- ❖ Agree to indicators to establish baseline and permit ongoing monitoring
- ❖ Agree to mechanisms for accountability
- ❖ Guarantee technical, financial and legal resources
- ❖ Agree to mechanisms to use if problems are encountered along the way and agreements are not implemented

後續追蹤與監控

- ❖ 同意建立衡量基準的指標，並准許持續的監控
- ❖ 同意建立責任信用度的機制
- ❖ 保證技術、財務與法務的資源
- ❖ 同意過程中發生問題或協議未獲執行時的處理機制



適用不同目的之策略與方法

探索/提升自覺	建立關係—處理衝突	協商/處理棘手決策	合力行動—多方利益關係者，整體系統變革
<ul style="list-style-type: none"> •World Café 世界咖啡館 •Citizen Café 公民咖啡館 •Open Space 開放空間 • Circle Processes圓形流程 •Theatre of the Oppressed 被壓迫者劇場 	<ul style="list-style-type: none"> •Sustained Dialogue 持續性對話 •Deep Democracy深度民主 •Public Conversations Project 公眾會談專案 • Participatory Action Research – War-torn Societies Project 參與式行動研究- 受戰爭蹂躪的社會專案 	<ul style="list-style-type: none"> •AmericaSpeaks – 21st Century Town Meeting 美國人發言-21世紀里民大會 •Citizen Choicework 人民做主 • Citizen Deliberative Councils 公民審議委員會 •Study Circles學習圈 • Deliberative Polling 審議投票 •Consensus Conference 共識會議 •National Issues Forum 全國議題論壇 	<ul style="list-style-type: none"> •Appreciative Inquiry 肯定式探詢 •Future Search 未來研究 • Change Lab 變革實驗室 •Prospective Thinking – Scenario Construction 觀點思考- 建立情境 •Intersectoral Dialogue 跨部會對談