



Practicing Conversational Capacity



CANDOR - Making your thinking process visible

What to do

1. **State your position**
 - Be clear, concise and candid
 - Ask yourself: What is my point?
2. **Explain your thinking**
 - Explain your assumptions
 - Make your reasoning explicit

What to say

"Here is what I think ..."

"... and this is why I think that is"

"I assumed that ..."

"I came to this conclusion because ..."

CURIOSITY – Making the other's thinking process visible

What to do

3. **Test your view or hypothesis**
 - Encourage others to explore your position, assumptions and data
 - Invite different opinions and perspective
4. **Explore the other's perspective**
 - Asking questions to gain a better understanding of others point of view and their underlying assumptions and data.

What to say

"What do you think about what I just said?"

"Do you see any flaws in my reasoning?"

"In what way do you see it differently?"

"What can you add?"

"What is your point of view about that?"

"How do you see that?"

"Help me see this through your lens"

"What leads you to conclude ...?"

"What data do you have for that?"

"Can you help me understand your thinking?"

"What makes you say that?"

Stating your position

Unclear positions

- I am wondering if we should think about doing X?
- Do you think we do something to make our meetings more effective?
- I'm not sure this is the way to go. I wonder if there's a better way to do this.

Clear Positions

- I think we should do X
- I think an agenda would dramatically improve our weekly meetings.
- I think there's a better way to do this. Here's my idea or proposal.

Testing your point of view or hypothesis

Anti-tests

- Isn't that so? You agree with this, right?
- It's pretty obvious, right?
- If anyone disagrees with me, let me know, and I'll explain it again.

Adequate tests

- Do you see something I'm missing? Or do you have a different viewpoint?
- Is there a better, or another, way to make sense of this issue?
- That's how I see it. What does it look like from your perspective?

Inviting others perspectives

When team members haven't shared their positions or thoughts and you want to invite their perspectives into the conversation, try using one of these statements:

- We've been discussing this for a while and we haven't heard from you yet. As you've been listening to the pros and cons of this discussion, what's your take on the best choice?
- Are you seeing anything that the rest of us are missing?
- I'd be interested in hearing your views on this problem. Do you have a different perspective than those that have already been shared?

When you're at an impasse

When the exchange of ideas, opinions and perspectives does not get you to a point of clarity or agreement, you are at an impasse. Embrace the impasse, challenge the current thinking and look for information that will help people to move forward. Try using one of these statements:

- What do we know for a fact?
- What do we sense is true but have no data for yet?
- What don't we know?
- What do we agree upon and what do we disagree upon?
- Are we starting from two very different sets of assumptions here?
- What is the assumption underlying our disagreement?