



# **DIALOGUE / DISCUSSION AND BRAINSTORMING**

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# TOPIC

## UNDERSTANDING DIALOGUE, DISCUSSION AND BRAINSTORMING

# ORGANISATIONAL DEVELOPMENT



- Time Management
- Self-Concept
- Perception
- Basis of Human Behaviour
- Culture, Values, Attitude
- Emotional Intelligence
- Communication
- Motivation
- Org Structure & Design
- Power, Authority, Delegation
- Organisation Climate

- Leadership
- Decision Making
- Group Dynamics
- Team Building
- Management of Change
- Conflict & Dissent Management
- **Negotiation**
- Creativity
- Stress Management
- Mentoring & Counselling
- Org Effectiveness



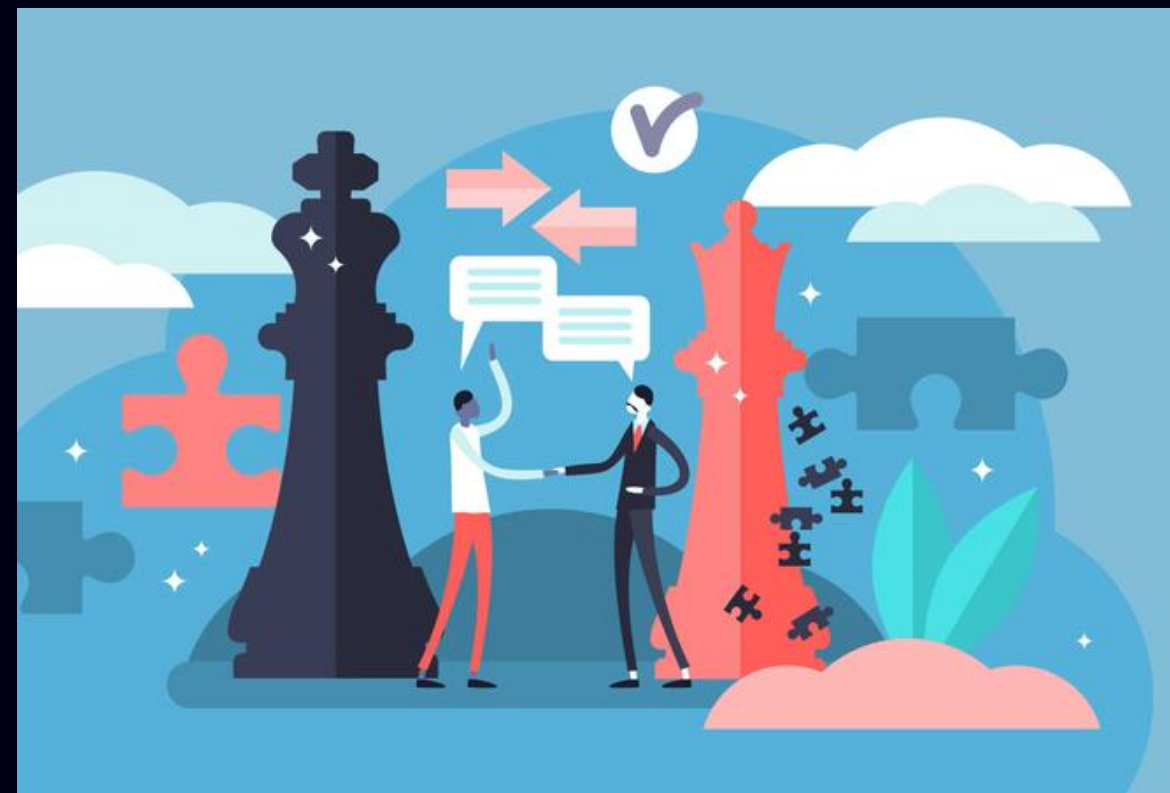


# NEGOTIATION

Our success depends very largely upon how well we negotiate our way through our daily contacts with other people without friction or opposition.

Napoleon Hill

quotefancy

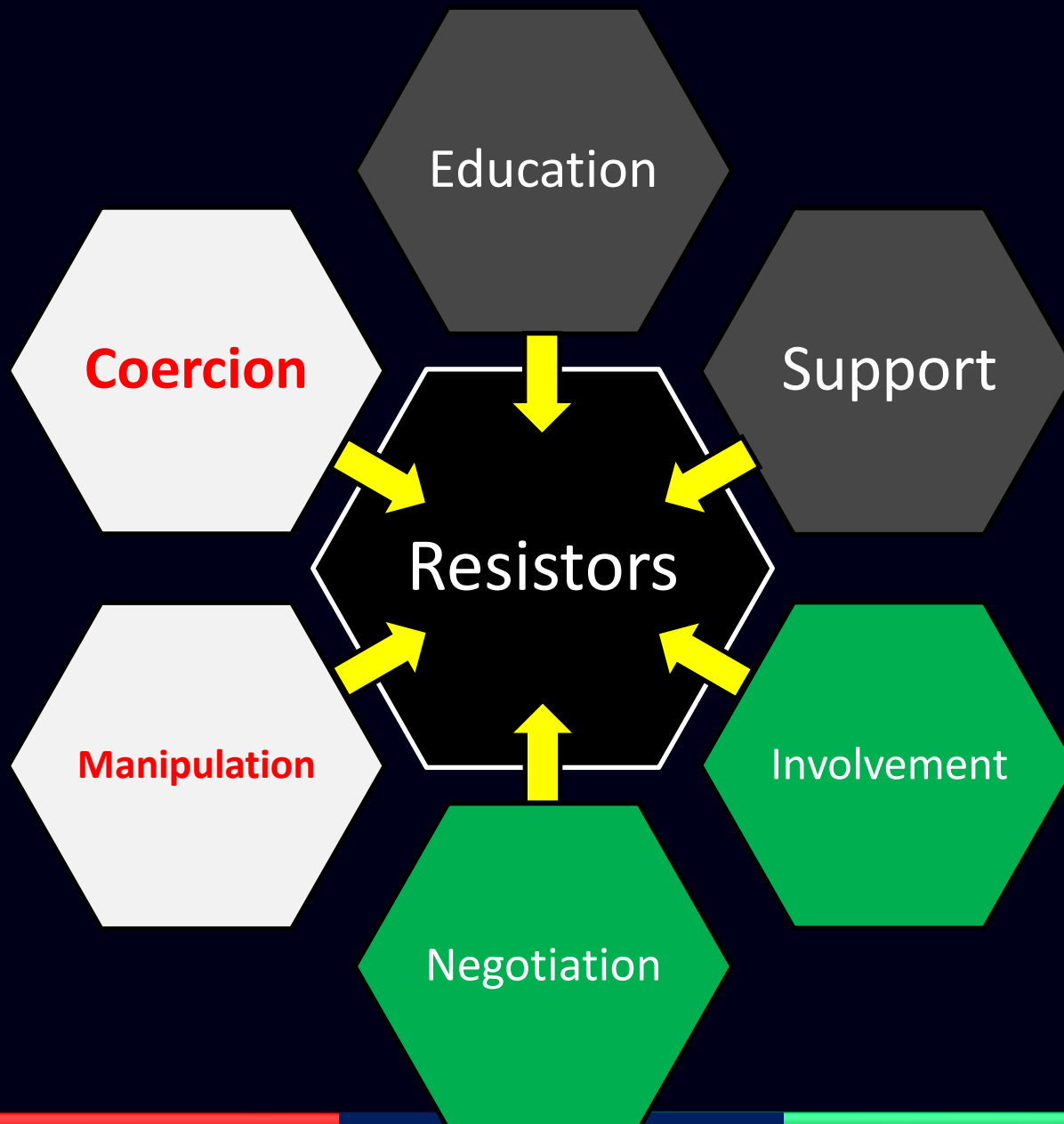


## WHY NEGOTIATE?

- To resolve conflicts
- To achieve favourable behaviour



# HANDLING RESISTANCE TO CHANGE





# **NEGOTIATION**



## DEFINITION OF NEGOTIATION (CONT)

- ❖ Roger Fisher and Ury define Negotiation as a “back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed”
- ❖ Leigh Thompson refers to Negotiation as an “interpersonal decision-making process” that is “necessary whenever we cannot achieve our objectives singlehandedly.”
- ❖ Negotiation is a **dialogue** that entails **discussion** between two or more parties to reach a mutually beneficial outcome or resolving a conflict.

Source: <https://www.google.com>

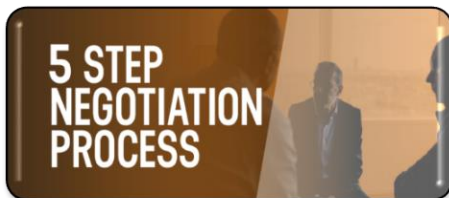




# DEFINITION OF NEGOTIATION



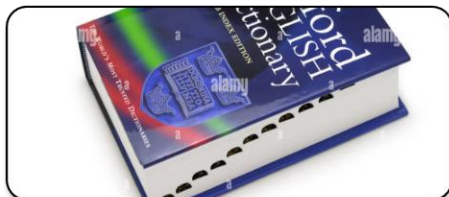
A process for resolving conflict between two or more parties whereby both or all modify their demands to achieve mutually acceptable outcomes



A process of adjusting participants' views of their ideal outcomes to attainable outcomes



A dialogue between two or more people/ parties to reach a desired outcome regarding one or more issues of conflict. An interaction between entities who aspire to agree on matters of mutual interest. Agreement can be beneficial for all/ some of the parties involved.



Discussion aimed at reaching an agreement



# NEGOTIATION SOLUTIONS

Delineation meetings for boundary disputes

Flag meetings

Hostage situations

Induction of new systems / platform & eqpt

Supply contracts

Price negotiations

Salary/ work related negotiations

***“In today’s envt, your span of authority is often less than your span of responsibility. In short, you are charged with mission success while working with people you have no direct authority over.”***

*~ Col (Dr) Stefan Eisen, USAF*





# DIALOGUE



## **DEFINITION OF DIALOGUE**

- ❖ Dialogue is a process that promises to listen, reflect, and ask questions with a curious mindset so that participants reach a common understanding.
- ❖ Dialogue is often useful in addressing conflict in a workplace.
- ❖ Conflicts can be defined as battles or struggles between people with conflicting needs, ideas, beliefs, values, or goals.

# Typical Conflict Scenario

Division Exercise was around the corner. G3 and G4 were discussing their operational and logistics plans with the GOC.

G3 mentioned that we need to continue the exercise for three months duration as per the standard procedure.

G4 opposed the idea, as funds and logistics requirements were insufficient due to cost cutting measures amidst economic downturn.



G3 retorted, "Are funds more important than training?"

G4 replied in a heated tone, "Is training even possible without funds?"



# DIALOGUE VERSUS DEBATE

<b>Dialogue is about LEARNING.</b>	<b>Debate is about WINNING.</b>
Assume that others have a piece of the answer	Assume there is one right answer – and you have it
Collaborative	Combative
About finding <b>common ground</b> .	About <b>winning</b>
Listen to <b>understand</b> and find basis for disagreement	Listen to <b>find flaws</b> and make counter-arguments
<b>Inspecting</b> your assumptions.	<b>Defending</b> your assumptions
Discovering new possibilities and opportunities	Seeking an outcome that agrees with your position.



## GROUND RULES IN DIALOGUE

- Speak only for yourself, not as a representative of any group.
- Treat everyone as an equal: leave role, status, and stereotypes at the door.
- Be open and listen to others even when you disagree.
- Search for assumptions.
- Look for common ground.
- Keep dialogue and decision-making separate.



## **OPEN LISTENING**

- ✓ **RESPECT** different perspectives, cultures, and professions.
- ✓ **RESIST** privileging one above another.
- ✓ **RECOGNIZE** the role of conflict.
- ✓ **INTEGRATE** insights from different perspectives into a plausible explanation.





# DISCUSSION AUDIT

- ✓ What ideas/solutions were generated?
- ✓ Where was there disagreement?
- ✓ What was the level of consensus?
- ✓ How might ideas generated have an impact?



## **JUDGING DELIBERATIONS – 6 ESSENTIALS**

- 1. Reasoned opinion expressed.**
- 2. References to external sources articulated.**
- 3. Expressions of disagreement given.**
- 4. Equal levels of participation.**
- 5. Structure and topic cohere.**
- 6. Engagement between participants.**

Jennifer Stromer-Galley (2007). "Measuring Deliberation's Content: A Coding Scheme." *Journal of Public*



# DISCUSSION

## HOW TO DISCUSS A TOPIC





## **WHAT IS DISCUSSION ABOUT?**

- ✓ A technique, an art and a comprehensive tool to judge the worthiness and appropriateness of a subject matter.
- ✓ Expression of your point of view and respecting another's point of view What was the level of consensus.
- ✓ Calls for a lot more maturity and logic as it is sharing of our own ideas and thoughts with the group



## **WHY DISCUSSIONS HAPPEN**

- ✓ To prepare for the future and make participants well informed.
- ✓ To make participants listen and talk in a mature and logical manner.
- ✓ If participants need to disagree, then do so in a graceful manner.
- ✓ Attacking issues not people.
- ✓ Carefully listen to other people's points and try to refine your own by using other people's inputs on the subject.



## **DOs IN GROUP DISCUSSIONS**

- ✓ **Appropriate to the issue.**
- ✓ **Talk with confidence and self-assurance.**
- ✓ **Listen to other participants actively & carefully.**
- ✓ **Whatever you say must be with a logical flow, validate it with an example as far as possible.**
- ✓ **Make only accurate statements.**
- ✓ **Modulate the volume, pitch and tone.**



## DONTS IN GROUP DISCUSSION

- ✓ Being shy/nervous/keeping isolated from good discussion.
- ✓ Interrupting another participant before his arguments are over.
- ✓ Speak in favour; example: Establish your position and stand by it stubbornly.
- ✓ Change opinions.
- ✓ Don't make fun of any participant even if his arguments are funny.



## PHRASES TO USE IN GROUP DISCUSSIONS

### ✓ Giving my own opinion:

- a. In my opinion ...
- b. As far as I'm concerned, ...
- c. Personally, I believe that ...
- d. The way I see it is, ...

### ✓ Getting further Information:

- a. Would you please explain that a little more?
- b. Can you explain that point please?





## TAKING A POSITION VIZ-A-VIZ THE TOPIC

- ✓ Always take a holistic view of the topic.
- ✓ Start as, “there are points in favour of and against the topic....”
- ✓ Avoid Statements Like:
  - a. I whole heartedly support the topic.
  - b. I completely disagree with the topic.



✓ If you have a soft voice:

- a. Raise your level but do not shout.
- b. Look for the moments when the noise levels are not very high and get into the discussion.

✓ If you are interrupted while discussing:

- a. Tell in clear and unambiguous terms that you should be allowed to speak.
- b. Excuse me, please let me complete.
- c. Just a moment, let me finish my point.
- d. Raise your voice slightly.



✓ How to Get into the Discussion:

- a. Take initiative.
- b. Be attentive and get into the discussion comfortably.
- c. Identify strong speakers and soft speakers in the group.

✓ Get into Discussion by using sentences like:

- a. “Yes, what you say is true ...”
- b. “.. But there is something more we should look at”.
- c. “... And there is another reason to support what you say ”
- d. Raise your voice slightly.



# **Video on Debate, Discussion, and Dialogue**



**RESTRICTED**



**RESTRICTED**



# **Video on Brainstorming**



**RESTRICTED**



**RESTRICTED**



# **BODY LANGUAGE**





## **WHAT IS BODY LANGUAGE?**

**Body language is a form of non-verbal communication, which consists of body postures, gestures, facial expressions, and eye movements. Humans send and interpret such signals almost subconsciously. Human communication consists of 93 percent body language and paralinguistic cues, while only 7 percent communication consists of words themselves. An encouraging body language can be a wonderful medium to convey your confidence, enthusiasm, and trustworthiness to the interviewers.**



## **MAKING A GOOD FIRST IMPRESSION**

- ✓ **The way you dress is the single biggest nonverbal communication you make about yourself.**
- ✓ **Your dress conveys success, trustworthiness, intelligence and suitability.**
- ✓ **Lean towards the conservative side of style.**
- ✓ **Avoid loud colors and printed fabrics.**
- ✓ **Make sure your clothes are nicely pressed.**
- ✓ **Bring an extra tie, shirt or scarf.**



# REAL WORLD EXAMPLES

Defensive



Arrogance



Annoyed



Irritated



Happy



Confused

Worried



twenty19

## **BODY LANGUAGE IN GROUP DISCUSSION**

### **✓ DOs:**

- a. Smile.**
- b. Be confident.**
- c. Sit up straight.**
- d. Keep Eye Contact.**
- e. Watch Your Hands.**

### **✓ DON'Ts:**

- a. Be overconfident.**
- b. Slouch, stare, frown, fidget.**

# BODY LANGUAGE: GROUP DISCUSSION

## Avoid Following Gestures



**Eye Rub**

Avoiding eye contact to hide or avoid a lie.



**Nose Touch**

Disguise own deceit or doubt speaker's words.



**Ear Rub**

Block the speaker's words.



**Neck Scratch**

Signal of doubt or uncertainty.



# BODY LANGUAGE: GROUP DISCUSSION

## Avoid Following Gestures



### Collar Pull

Angry, frustrated or sweating.



### Fingers in Mouth

Under Pressure.  
Inner need for reassurance.



### Boredom

Lack of interest and boredom.



### Pain in Neck

Avoiding listener's gaze when lying



**BODY LANGUAGE: GROUP DISCUSSION**

## Avoid Following Gestures

**Arm Cross**

Defensive or negative attitude.

**Partial-Arm Cross**

Lack in self-confidence.

**Arm + Leg Cross**

Person has withdrawn from the conversation.

**Both Hands Behind Head**

Feeling Confident, Dominant or Superior. Know-it-all.

# BODY LANGUAGE: GROUP DISCUSSION

Use Following Gestures



**Neutral Head Position**

Neutral attitude about what he is hearing.



**Interested Head Position**

Indicates that the interest has developed.



*Do not cross your legs while sitting in a group discussion.*





**BE LIKE THIS.....**





# CONCLUSION



**THANK YOU FOR YOUR  
ATTENTION**

# ALTERNATE DESPUTE RESOLUTION

