

Resource Guide



Understanding your Communication Domain & Dialogue Practices

Catherine Thomson

www.houstonexchange.co.uk

About Catherine

Catherine Thomson is founder of CHT Consulting, an organisational development consultancy. She is also an Associate Consultant within the People and Organisational Development (POD) Division with Edinburgh Napier University. A graduate of Sheffield University, she is an accomplished organisation development consultant with domestic and international experience across all sectors. Her expertise is in supporting organisations develop leaders to attain a level of agility that matches the unprecedented level of change and complexity currently being experienced in the 21st Century.

She started her career in the Civil Service working across the Department of Employment Group in a variety of managerial and leadership roles including delivering executive and managerial training at the Civil Service College London. She has also worked in local government, heading up the training department for the education department within Lothian Regional Council. Prior to setting up her own business in 1996, she was HR Architect with Barclaycall, the telephone banking channel of Barclays Bank where she was responsible for the design, build and implementation of an integrated approach to People, Process and Technology which supported the business to drive performance and maximise talent at all levels in the organisation.

She is an advocate of working with leaders using “systems Intelligence”, helping them to go beyond reaching agreements to reaching new understandings from which to think and act. In this way they build organisations that are profitable, enlightened, healthy and compassionate. Catherine trained in Boston MA with the Kantor Institute on Dialogue™ a process that supports greater understanding of the dynamics of how teams communicate within their organisational system. Her recent assignments have included work with intact and cross functional teams at every level in the organisation, exploring personal and group insights into those areas of their communication that is normally less visible (assumptions, beliefs, values etc.) and the implications these have on personal contribution to the group dynamic, quality of decisions and employee engagement. She has helped individuals and teams develop insights and new thinking on how to expand their own behavioural repertoire when working towards new aligned thinking and meaning in relation to change, pivotal conversations and growing people capacity within the organisation.

www.houstonexchange.co.uk

Communication Domains

David Kantor



AFFECT



MEANING



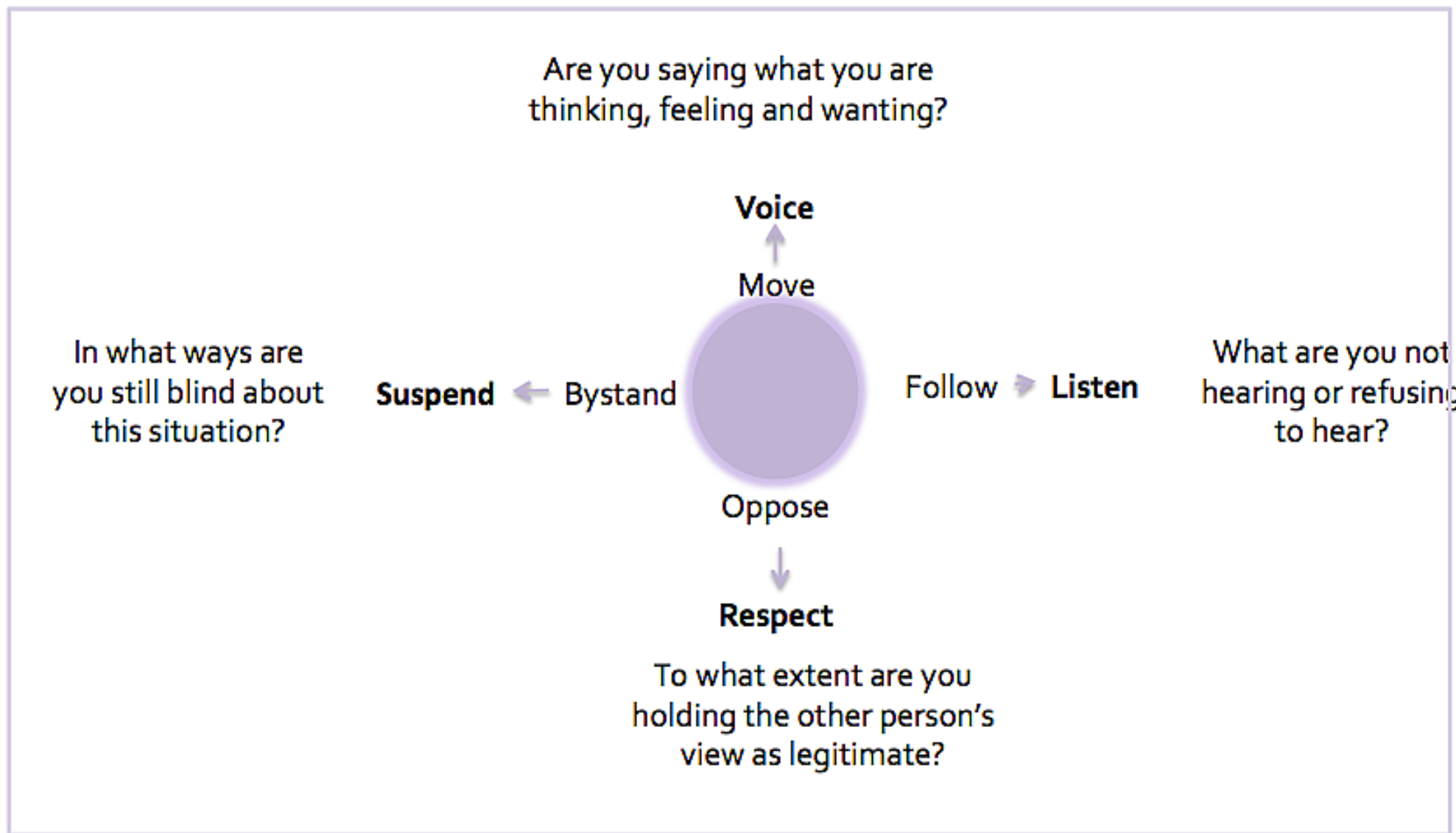
POWER

The language of **Affect** is about connection between people, particularly emotional. Individuals with an Affect Propensity take special note of others' well-being and how they are reacting to what is being said. They emphasize trust and motivation and try to provide a climate of warmth and caring.

The language of **Meaning** is about thinking, logic and a sense of purpose. Individuals with a Meaning Propensity are concerned with “what we stand for” and with deeply understanding how things work. They love exploring ideas and concentrating on the theoretical underpinnings of a discussion.

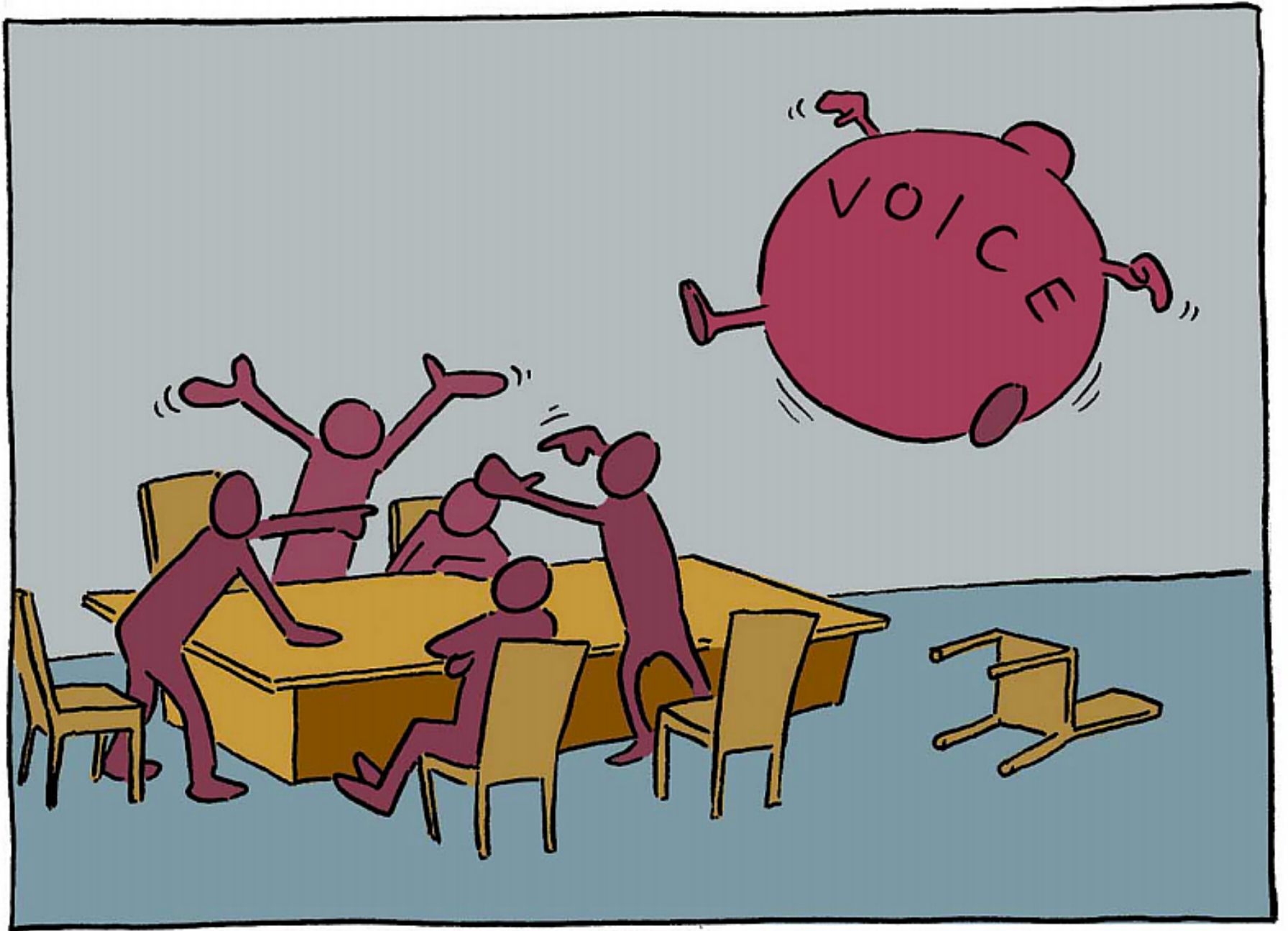
The language of **Power** is about accountability, competence and completion. Individuals with a Power Propensity tend to speak in reference to specific goals and are highly conscious of time. They enjoy crossing items off of their list and moving projects to closure.

Dialogue Practices





“Does anyone here have enough sense of security to oppose my suggestion?”





"Are we in complete agreement, then?"



Copyright 2009
Harvard Business Review

" I wanted to get your opinions before I go ahead
and do what I want to do. "

Action Modes: Features of Teams

Stuck Teams

- Individuals gravitate to favourite behaviours (and are typecast by others).
- Opposers are punished by the team, or they dominate.
- There are no strong Movers, or no one follows a Move.
- The Bystander is disabled.
- Individuals attach double messages to their speech acts.
- Ritualistic and unproductive patterns of behaviour prevail.
- The team is unable to reach closure and produce results.
- Lack of capability or flexibility to engage in all four action behaviours.

Balanced Teams

- Capability to engage in all four actions in observable balanced sequences.
- Individuals have the flexibility to engage in more than one of the behaviours.
- The group and individuals do not get caught up in repetitive or ritualised patterns of behaviour.
- The team has an active, enabled Bystander function which helps it inquire and stay unstuck.
- People in the team are able to make clear rather than mixed or ambiguous moves.
- The team is able to reach closure and produce results.

Download Exercises

Reflective Exercise

[CLICK HERE TO DOWNLOAD](#)

Authentic Voice Reflective Exercise

[CLICK HERE TO DOWNLOAD](#)

Previous Events

Understanding Your Team's Operating System

Knowing your team operating system gives you a greater insight into those differences and enables you to read and understand the dynamic that is going on – the more you can read the system the better able you are to have conversations that uncover issues, get fresh, new ideas on the table, establish genuine agreement and commitment, and get things done.

Leadership is the Ability to Have Courageous Conversations

The Theory of Structural Dynamics and its place in face to face communication with individuals, groups and leaders. We will focus on one element of the model this evening “Action Modes”. Look at the “Action Modes” element of the model in relation to conversations you may have as practitioner, leader/manager or member of a team.

[Watch these events in our Online Library](#)

***Register today for 30 days FREE access**

The Houston Exchange

About us

Our Team

Our team has extensive consultancy and director level business experience and can demonstrate a successful track record of working effectively with boards, leadership teams, individual directors, managers and team leaders across a wide range of business functions in the private, public and not for profit sectors.

The Truth Does Not Have to Hurt

Our experience through working with big organisations and SME's all over the world has taught us that accurate and honest appraisal of "how things are" and how things "could be" is what really matters. Eliciting that information is our job. We believe that high performing organisations can be great places to work.

Contact Houston Exchange

(Click on the links below)

www.houstonexchange.co.uk



[@CathThom1](https://twitter.com/CathThom1)



Connect with
Catherine on LinkedIn

Onlinevents

www.onlinevents.co.uk

admin@onlinevents.co.uk



Find us on
Facebook

www.facebook.com/onlinevents



[@Onlinevents](https://twitter.com/Onlinevents)

[@onlinevents_saz](https://twitter.com/onlinevents_saz)



**Join our Onlinevents
Community Chat Group**

Watch Again



www.onlineevents.co.uk

You can watch this event in our
Online Library

Student Membership <i>Students</i>	Monthly Membership	Annual Membership <i>Best Value</i>
£Free while training	£4.99 per month	£49.99 per year
Register for events	Register for events	Register for events
View events live	View events live	View events live
View archived events	View archived events	View archived events
✘	CPD Certificates	CPD Certificates
✘	Event Transcripts	Event Transcripts
✘	First Month Free	12 months for the price of 10
JOIN	JOIN	JOIN
JOIN	JOIN	JOIN

Join today for 30 days **FREE**

Join Today