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# DialogicDesignScience

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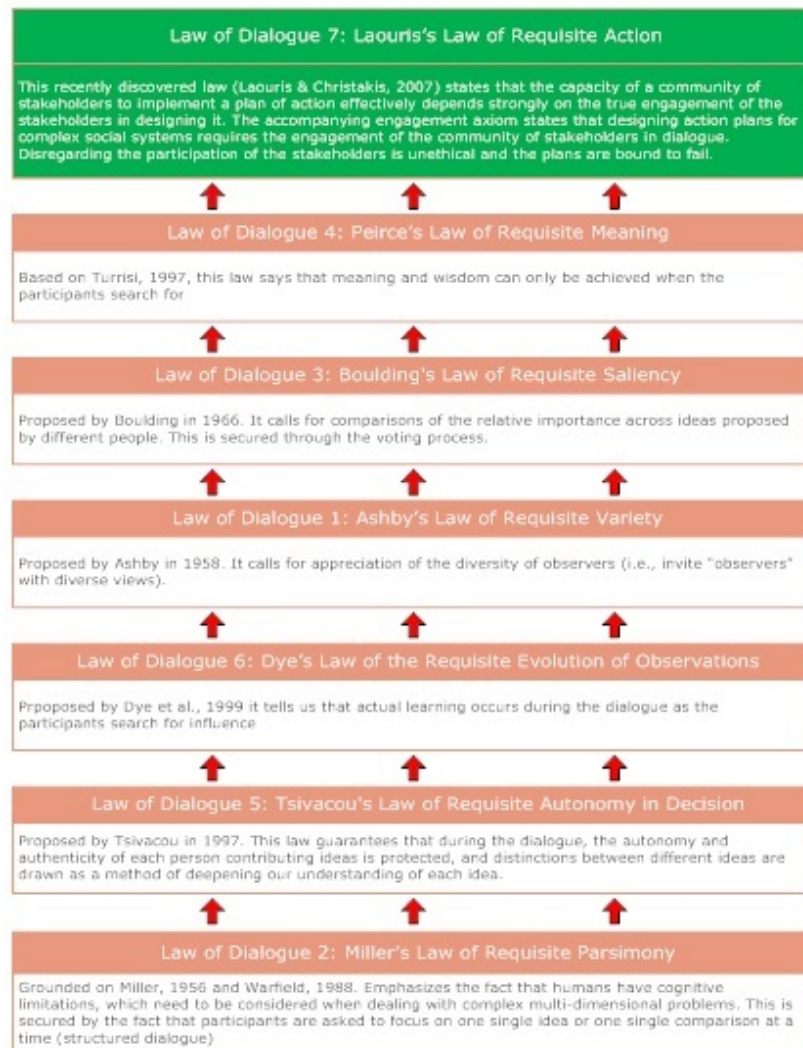
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## The Tree of Action:



**The relationships among the seven Laws of the Dialogic Design Science are displayed graphically in the Tree diagram shown above, which is referred in the DDS literature as the “Tree of Action.” The Tree shows, by means of the arrows propagating from bottom up, the enhancement relationship among the seven Laws. The Law of Requisite Parsimony, attributed to Miller, is at the root of the Tree of Action, implying that ensuring that the cognitive limitations of the participants are honored during a dialogue will enhance all the other laws along the pathway of the**

**arrows displayed in the Tree, culminating at the top level to the fulfillment of the Laouris Law of Requisite Action.**

**Authentic and productive dialogue among the group of stakeholders necessitates that structured dialogue Facilitation teams ensure that all seven Laws are being enforced in accordance with the enhancement pathway of the Tree of Action. Enforcing “Parsimony” enhances the “Autonomy” of the participants, enabling them to experience the "Evolution" of observations and to learn from each other. As they learn together they begin to appreciate the “Variety” of observations, which contributes in reassessing their original views about “Saliency,” and leads to a deeper understanding of the “Meaning” of the ideas authored by other participants. The understanding of the meanings of the proposals leads to buy-in and the commitment to “Action,” because the participants own the definition of the problem situation and the collaborative design of an action agenda.**

**The reader interested to learn more about the science of Dialogic Design and the Tree of Action should consult some of the relevant literature about the science, and in particular (Christakis, 2006; Laouris, 2008; Flanagan & Christakis, 2010 in the Books and Reports entry of the Navigation Panel of this wiki).**

**If you are interested to construct the Tree of Action by using retroductive logic please visit the Dialogue Game in:**

**<http://globalagoras.org/DialogueGame.pdf>**

## **AXIOMS OF DIALOGIC DESIGN SCIENCE :**

- **The Complexity Axiom:** Social systems designing is a multi-dimensional challenge. It demands that observational variety be respected when engaging observers/stakeholders in dialogue, while making sure that their cognitive limitations are not violated in our effort to strive for comprehensiveness (John Warfield).
- **The Engagement Axiom:** Designing social systems, such as health care, education, cities, communities, without the authentic engagement of the stakeholders is unethical, and results in inferior plans that are not implementable (Hasan Ozbekhan).
- **The Investment Axiom:** Stakeholders engaged in designing their own social systems must make personal investments of trust, committed faith, or sincere hope, in order to be effective in discovering shared understanding and collaborative solutions (Tom Flanagan).
- **The Logic Axiom:** Appreciation of distinctions and complementarities among inductive, deductive and retroductive logics is essential for a futures-creative understanding of the human being. Retroductive logic makes provision for leaps of imagination as part of value-and emotion-laden inquiries by a variety of stakeholders (Norma Romm and Maria Kakoulaki). \*\*

- **The Epistemological Axiom: A comprehensive science of the human being should inquire about human life in its totality of thinking, wanting, telling, and feeling, like the indigenous people and the ancient Athenians were capable of doing. It should not be dominated by the traditional Western epistemology that reduced science to only intellectual dimensions (LaDonna Harris and Reynaldo Trevino).**
- **The Boundary-Spanning Axiom: A science of dialogue empowers stakeholders to act beyond borders in designing symbiotic social systems that enable people from all walks of life to bond across possible cultural, religious, racialized, and disciplinary barriers and boundaries, as part of an enrichment of their repertoires for seeing, feeling and acting (Ioanna Tsivacou and Norma Romm).**
- **The Reconciliation of Power Axiom: Social Systems designing aims to reconcile individual and institutional power relations that are persistent and embedded in every group of stakeholders and their concerns, by honoring Requisite Variety of distinctions and perspectives as manifested in the Arena (Peter Jones)**

\*\*We recently produced a Webinar on the futures-creative Archetype (Archetype D) as applied in the arena of Assistive Technology with a group of stakeholders from Region 3 of Michigan. You can view it in: <http://remc.adobeconnect.com/p56406963/?launcher=false&fcsContent=true&pbMode=normal>  
Also see the table that elaborates on Norma Romm's conceptualization of retroductive logic: See [Table 8.1](#) from Norma RA Romm's book entitled New Racism, published by Springer.



*A chapter, in collaboration with Maria Kakoulaki, titled "Demoscopio: A demosensual (R)evolutionary Eutopia," soon to be published in a book by Springer titled "Balancing individualism and collectivism for social and environmental justice," in the link:*

<http://dialogicdesignscience.wikispaces.com/file/view/2016+SEPT+DEMOSCOPIO+SPRINGER+FINAL-2.pdf>

## **1. "HOW TO HARNESS COLLECTIVE WISDOM" GOOGLE BOOKS sample**

[http://books.google.gr/books?id=k3vvYZLBhS8C&printsec=frontcover&dq=alexander+christakis&hl=el&sa=X&ei=Rn2\\_UJWILNKWhQec2oDQCQ&ved=0CDIQ6AEwAQ//](http://books.google.gr/books?id=k3vvYZLBhS8C&printsec=frontcover&dq=alexander+christakis&hl=el&sa=X&ei=Rn2_UJWILNKWhQec2oDQCQ&ved=0CDIQ6AEwAQ//)

## **2. "THE TALKING POINT" GOOGLE BOOKS sample**

<http://books.google.gr/books?id=GUPk3MC4NPQC&printsec=frontcover&dq=alexander+christakis&hl=el&sa=X&ei=gm3AUOCxD5DLtAbkh4GIAw&ved=0CDUQ6AEwAg#v=onepage&q=alexander%20christakis&f=false>

**3. A booklet titled With Reason & Vision by Dr. Kenneth Bausch can be purchased for \$10 from Amazon by clicking here:**

[http://www.amazon.com/Reason-Vision-Kenneth-Bausch-PhD/dp/1517107253/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1441915625&sr=1-1&keywords=With+reason+and+vision](http://www.amazon.com/Reason-Vision-Kenneth-Bausch-PhD/dp/1517107253/ref=sr_1_1?s=books&ie=UTF8&qid=1441915625&sr=1-1&keywords=With+reason+and+vision)

A presentation on July 16, 2016. at the International conference of the Hellenic Society for Systemic Studies, in Athens, Greece, titled: Demoscopio Culture: An effective strategy for stakeholder engagement:

[http://www.conf.hsss.eu/files/12HSSS\\_Christakis\\_2016.pdf](http://www.conf.hsss.eu/files/12HSSS_Christakis_2016.pdf)

**An interesting application of the Futures-creative Archetype, by the Michigan team of Jeff Diedrich, with a community of stakeholders from the Michigan school of the deaf and hard of hearing:**

<http://mde-msd.sdd-colab.net>

**The presentation by Dr. Yiannis Laouris of the Future Worlds Center ([www.wfc.org](http://www.wfc.org)) at the ISSS conference ([www.ISSS.org](http://www.ISSS.org)) in Washington, DC, in 2014, reporting on a case study of the Futures-creative Archetype with a group of Israelis and Palestinians:**

<https://www.youtube.com/watch?v=VGqSlqGizYE>

**The TEDx talk of Aleco Christakis in Heraklion titled With Reason and Vision (in Greek) delivered in February 2014:**

<https://www.youtube.com/watch?v=ZcDvbVzlWRw>

**An article about the DEMOSCOPIO, a facility designed and dedicated to engaging citizens from all walks of life in participative democracy, similar to the ancient Athenian Agora:**

[http://www.leregardcretois.blogspot.gr/2015/03/blog-post\\_8.html#more](http://www.leregardcretois.blogspot.gr/2015/03/blog-post_8.html#more)

**This facility will be designed and operated in accordance with the original concept of the Social Planetarium of Professor Harold Lasswell. It is anticipated to establish the first such facility in the city of Heraklion in Crete under the leadership of Mayor Vassilis Lambrinos.**

**An interview with a Greek journalist after the TEDx talk in Heraklion in which Aleco Christakis promotes an optimistic outlook about the future:**

<http://www.andro.gr/drasi/alekos-christakis/>

**A booklet published by the Cyprus Academy for Public Administration (CAPA), dedicated to more than 12 years of applications of SDD in a variety of settings, including local governance, can be found in Greek at:**

[http://www.mof.gov.cy/mof/capa/cyacademy.nsf/All/6A4B4146AEBC3706C2257C9E00488008/\\$file/%CE%94%CE%9F%CE%9C%CE%97%CE%9C%CE%95%CE%9D%CE%9F%CE%A3%20%CE%94%CE%97%CE%9C%CE%9F%CE%9A%CE%A1%CE%91%CE%A4%CE%99%CE%9A0%CE%A3%20%CE%94%CE%99%CE%91%CE%9B%CE%9F%CE%93%CE%9F%CE%A3.pdf](http://www.mof.gov.cy/mof/capa/cyacademy.nsf/All/6A4B4146AEBC3706C2257C9E00488008/$file/%CE%94%CE%9F%CE%9C%CE%97%CE%9C%CE%95%CE%9D%CE%9F%CE%A3%20%CE%94%CE%97%CE%9C%CE%9F%CE%9A%CE%A1%CE%91%CE%A4%CE%99%CE%9A0%CE%A3%20%CE%94%CE%99%CE%91%CE%9B%CE%9F%CE%93%CE%9F%CE%A3.pdf)

**A lecture delivered in Athens, Greece, on December 19, 2012, by Dr. Alexander N. Chirstakis to a Greek audience (in Greek) is available as a slide presentation in:**

[http://leregardcretois.blogspot.com/2012/12/blog-post\\_7935.html](http://leregardcretois.blogspot.com/2012/12/blog-post_7935.html)

**[Social Systems and Design](#) Edited by Gary S. Metcalf, March 2014**

**"Summarizes and compares the ideas of a number of systems theorists who incorporated design principles into their work through the latter half of the 20th century; Provides current thinking about systems design theories by the original authors and other professionals who worked directly with them and Demonstrates how systems design is being applied to projects around the world, creating democratic and sustainable structures in organizations and communities."**

**An elaborated PDF version of a chapter published in the [Social Systems and Design](#) book mentioned above can be found here:**

[AnEpicJourneyFEB2013Version5.0.pdf](#)

- [Details](#)
- [Download](#)
- 3 MB

**An interview (in Greek) from Feb 2014 in which Dr. Alexander N. Christakis states the world will get much better when we adopt a new science, namely the science of dialogic design can be found here:**

<http://www.andro.gr/drasi/alekos-christakis/>

**An article by Professor Norma Romm on redroductive logic and its application within the context of SDD, published in Systems Practice and Action Research on September 2012, can be retrieved from:**

<http://www.springerlink.com/content/j48l76kkh86ux62x/?MUD=MP>

**A presentation by Maria Kakoulaki titled "Why and How We the People ought to Connect the Dots..." at the 8th International Conference in Thessaloniki of the Hellenic Systemic Studies Society in July 5 to 7, 2012, can be retrieved from:**

<http://leregardcretois.blogspot.com/2012/02/why-how-we-people-ought-to-connect-dots.html#more>

**SDD - General Overview slide show (simple and powerful) prepared by Jeff Diedrich with input from Aleco Christakis and based on info. contained in the book: How People Harness Their Collective Wisdom And Power to Construct**

## **the Future:**

[SDD Overview - 11.18.12.pptx](#)

- [Details](#)
- [Download](#)
- 8 MB

[SDD Overview - 11.18.12.pdf](#)

- [Details](#)
- [Download](#)
- 8 MB

## **Dr. Yiannis Laouris, head of Future Worlds Center in Cyprus, on the fundamentals of Structured Dialogic Design.**

**From the paper's abstract: "This paper has been drafted as a layman's introduction to the science of structured dialogic design. Using a helicopter view of the processes involved in a typical organization and implementation of an interactive workshop, the author highlights the limitations of contemporary approaches to dialogues and introduces the reader to the basic laws and principles of the science of structured dialogic design."**

### **[The Science of Dialogue](#)**

**For a comprehensive reference library of articles on DDS please visit:**

**<http://www.globalagoras.org/publications/article-library>**

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**An article by Dr. John N. Warfield:**

[A highlighted version of the Domain Of Science Model \(DOSM\)](#)

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**An article by Dr. Nicholas A. Christakis:**

[Social Networks Article-Importance of Diverse Perspectives](#)

A report for the NorthWest Energy Alliance on long range energy efficiency scenarios:

<http://www.globalagoras.org/wp-content/uploads/2010/01/NEEA-Final-Report.pdf>

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**New Agora, New Geometry of Languaging, and New Technology of Democracy:**

<http://sunsite.utk.edu/FINS/loversofdemocracy/NewAgora.htm>

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**An Interview of Aleco Christakis by Heiner Benking on the history of the Club of Rome:**

<http://sddinternationalschool.wikispaces.com/file/view/40yearsProblematique.pdf>

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**A Retrospective Inquiry on the Predicament of Humankind  
Prospectus of the Club of Rome:**

<http://books.google.com/books?id=a8b2P9rXpBoC&pg=PA93&lpg=PA93&ots=UzLebVpfSG&dq=%22Alexander+N.+Christakis%22&ie=ISO-8859-1&output=html>

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**Slide Presentation of Structured Dialogic Design by Dr. Tom Flanagan, Chairman of the Board of The 21st Century Agoras:**

[http://www.slideshare.net/SoCoDesign/structured-dialogic-design?from=ss\\_embed](http://www.slideshare.net/SoCoDesign/structured-dialogic-design?from=ss_embed)

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**Universal Design for Learning (UDL) Co-Laboratory wiki, Video,**

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## **and Report:**

<http://www.lcudl.wikifoundry.com>

### **Interview with Aleco Christakis about UDL by Jeff Diedrich:**

<http://video.google.com/videoplay?docid=735876937071527667>

### **Addressing the Dropout Rate of Children with Disabilities in the Flint Community Schools:**

[http://sunsite.utk.edu/FINS/loversofdemocracy/SDDP\\_Reports/FlintFinalReport.pdf](http://sunsite.utk.edu/FINS/loversofdemocracy/SDDP_Reports/FlintFinalReport.pdf)

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### **Chapter on Adult Learning by Dr. Yiannis Laouris et al:**

[http://www.aupress.ca/books/120177/ebook/08\\_Veletsianos\\_2010-Emerging\\_Technologies\\_in\\_Distance\\_Education.pdf](http://www.aupress.ca/books/120177/ebook/08_Veletsianos_2010-Emerging_Technologies_in_Distance_Education.pdf)

### **Collaborative Leadership for Improving Chronic Kidney Disease (CKD) Patient Outcomes**

[CKDFinalReport.pdf](#)

- [Details](#)
- [Download](#)
- 653 KB

## **A RETROSPECTIVE STRUCTURAL INQUIRY OF THE PREDICAMENT OF MANKIND PROSPECTUS OF THE CLUB OF ROME**

[RETROSPECTIVESTRUCTURALINQUIRY.pdf](#)

- [Details](#)
- [Download](#)
- 219 KB

### **A Blast from the Past:**

<https://www.youtube.com/watch?v=32Vf6SKIO8Y>

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*How People Harness their Collective Wisdom and Power in Co-Laboratories of Democracy:*

<http://www.harassingcollectivewisdom.com/>

*The Talking Point: Creating an Environment for Exploring Complex Meaning:*

[http://www.amazon.com/Talking-Point-Creating-Environment-Exploring/dp/1607523612/ref=sr\\_1\\_2?ie=UTF8&s=books&qid=1259862311&sr=1-2](http://www.amazon.com/Talking-Point-Creating-Environment-Exploring/dp/1607523612/ref=sr_1_2?ie=UTF8&s=books&qid=1259862311&sr=1-2)

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**A Historical Report by Benjamin Broome, who applied SDD in  
Cyprus to train 30 Conflict Resolution Trainers in 1994:**



[Cyprus Bi-communal Trainers Workshkops 1994-95 Report.pdf](#)

- [Details](#)
- [Download](#)
- 282 KB

**Reports from ten Co-Laboratories with Local Authorities in ten diverse Municipalities of Cyprus (in Greek):**

[http://www.localauthoritiescyprus.info/index.php?option=com\\_content&view=article&id=15&Itemid=29](http://www.localauthoritiescyprus.info/index.php?option=com_content&view=article&id=15&Itemid=29)

**Civil Society Dialogue engaging Greek and Turkish Cypriots:**

<http://www.springerlink.com/content/tu2870qnx285210u/fulltext.pdf>

## **CoLaboratories of Democracy**

**We have all experienced the benefits of dialogue when we openly and thoughtfully confront issues. We have also experienced the frustration of interminable discussion that does not lead to progress. The Institute for 21st Century Agoras ([www.globalagoras.org](http://www.globalagoras.org)) and CWA Ltd ([www.CWAld.wikifoundry.com](http://www.CWAld.wikifoundry.com)) are dedicated to the application and installation of the Structured Democratic Dialogue (SDD), and the use of the *CogniScope*<sup>TM</sup> software, in designing and conducting CoLaboratories of Democracy, which enable large, diverse groups of stakeholders to dialogue and generate positive results.**

**Many group processes engender enthusiasm and good feeling as people share their concerns and hopes with each other. CoLaboratories of democracy go beyond this initial euphoria to:**

- **Discover root causes;**
- **Adopt consensual action plans;**
- **Develop teams dedicated to implementing those plans; and**
- **Generate lasting bonds of respect, trust, and cooperation.**

**CoLaboratories achieve these results by respecting the autonomy of all participants, and utilizing an array of consensus tools – including**

**discipline, technology, and graphics – that allow the stakeholders to manage the dialogue. These tools are explained in depth in a book authored by Alexander N. Christakis with Kenneth C. Bausch: *CoLaboratories of Democracy: How People Harness Their Collective Wisdom to Create the Future* (Information Age, 2006).**

**As shown in the world map above CoLaboratories of Democracy have been validated through worldwide use over the past 40 years, by dealing with very complex situations involving diverse stakeholders. They have been successfully employed all over the world in situations of uncertainty and conflict. In Cyprus, for example, they have been used to bridge the divide between the Turkish and Greek Cypriots on the island:**

<http://blogora.wikifoundry.com/page/Cyprus+Civil+Society+Dialogue>

**Take a look at a video of Turkish and Greek Cypriots describing their experiences over the last fifteen years with Structured Democratic Dialogue to a group of Palestinians and Israelis, who were visiting Cyprus in July 2010, for the purpose of participating in a CoLaboratory of Democracy focusing on Palestinian/Israeli co-existence:**

<http://actbeyondborders.net/?pid=4>

### **Theory of Planning**

**CoLaboratories of democracy represent the correct response to the planning challenge articulated by Hasan Ozbekhan in his famous paper titled "Toward a General Theory of Planning," published in the *Perspectives of Planning* by Erich Jantsch in 1968:**

## **"Planning and Values**

*Is there anyway to free us from the present- or, what can we do to will the future?*

*In my view there is no more important question in planning discourse; it is truly the hearth of the matter.*

*Let me begin by saying. "Yes, we can will the future," but only if change is caused to occur in values rather than an object's other attributes.*

*What I mean is that any change that is not a fundamental change in values merely extends the present rather than creating the future. It seems to me that from this general postulate one can derive five statements which govern all planning.*

- 1. Only change in the overall configuration of values can change the present situation.*
- 2. Only individual will can bring about such value changes.*
- 3. Value changes cannot be predicted.*
- 4. Value changes always occur as individual ideas, or responses, or insights concerning betterment, and when they become socialized over a large part of the system we have 'progress'.*
- 5. Planning is the organization of progress. Thus the main subject of planning is the willed future."*

**CoLaboratories of democracy are capable of satisfying all the five planning requirements of Ozberkhan's theory of planning mentioned above.**

### **Archetypes of CoLaboratories of Democracy:**

**An archetype (pronounced [/ˈɑːrkiˌtaɪp/](#)) is an original model of a person, ideal example, or a prototype upon which others are copied, patterned, or**

emulated.

**From over thirty years of applying Dialogic Design Science in the Arena we are able to distinguish six CoLaboratory of Democracy Archetypes. These are:**

**1) Type A: **Diagnosis of the Problematique** \_ complex primarily through vaguely defined and intensely interacting mega-trends**

**This type is the most frequently applied in the Arena. It is used for diagnosing a complex problem situation and for discovering the deep drivers for the purpose of initiating a strategy for resolution.**

**An example of such an application might be to invite the stakeholders to view a videotape, such as:**

<http://www.youtube.com/watch?v=zDZFcDGpL4U>

**to be followed by asking them to respond to a triggering question, such as:**

*"What are issues to be collectively addressed in transitioning to a contemporary paradigm for education?"*

**This Archetype has been historically very popular. It was used frequently by a team consisting of John Warfield, Roy Smith, Scott Staley, and Ben Broome with a group of Executives and Engineers of the Ford Motor Company in the 1990s.**

**The largest number of participants with this Archetype was implemented by Robert McDonald in 1983. He engaged a group of 250 private forest landowners/stakeholders in the USA, under the sponsorship of the Under Secretary of the US Department of Agriculture.**

**A variation of this archetype, that has been applied successfully in some cases, is to allocate about two hours, after the group has constructed the Problematique, in engaging the participants in small group work focusing**

on actions for addressing alternative pathways of the Problematique. Following the completion of the small team work, the small teams make brief presentations at a plenary session. The pathway-focused action scenarios proposed by the small teams are useful to the organizational entity for prioritizing the actions for addressing the drivers of the Problematique.

2) **Type B: Reconnaissance** \_ complex primarily through unexplored situations and unexamined intentions

This type is applied when we need to gather information and intelligence from a variety of stakeholder perspectives about a complex situation, which is challenging but not necessarily a burning issue. An example of such an application is the recent inquiry (November, 2010) for improving the theory and practice of the Science of Implementation, by engaging a group of theoreticians and practitioners of the science, together with a group of customers in the state of Michigan. For more details visit:

<http://mi3implementationscience.wikispaces.com/>

Another example of this archetype is an application in Tokyo, Japan in 2005, with Laura Harris of Americans for Indian Opportunity (AIO) and Kate Cherrington of Advancement of Maori Opportunity (AMO), being the facilitators of a CoLaboratory with participants from a variety of Asian tribes and cultures:

<http://quergeist.net/Christakis/interview-Christakis-LaDonna-Harris-p4-5-Summer-2005.pdf>

3) **Type C: Long Range Action Scenario Construction** \_ complex primarily through uncertain futures.

This type is employed to explore alternative futures derived on the basis of the extrapolation of past and present trends and events. It enables a group of stakeholders to converge to a consensus action scenario for implementing changes to the extrapolated future. This Archetype was designed and implemented originally by Kevin Dye.

**A good example is provided by the report below exploring alternative energy efficiency futures for the Pacific Northwest Region of the USA:**

<http://www.globalagoras.org/wp-content/uploads/2010/01/NEEA-Final-Report.pdf>

**Another example of this Archetype was implemented in Mexico in 1994, with the engagement of a panel of about 20 International and Mexican experts (including Hasan Ozbekhan, Erwin Laszlo and John Warfield) on forecasting trends and event to the year 2020. The panel explored international and national alternative futures on a stage in front of an audience in an Amphitheater of about 1,000 Mexican students and citizens. Reynaldo Trevino was the leader of this event, which was conducted simultaneously in Spanish and English. Aleco Christakis was the Facilitator in English, and Carlos Flores in Spanish.**

**4) Type D: Futures – Creative \_ complex primarily through unvoiced transformational hopes.**

**This type is applied when we want to transcend the past and present trends and to create an ideal future for a social system. There are many examples of this type of applications over the last thirty years of practicing the science in the arena. Two recent applications in Michigan, one focusing on idealizing the learning of math by All students, which includes a virtual engagement of stakeholders is reported in:**

[www.mimi2010.wikispaces.com](http://www.mimi2010.wikispaces.com)

**and the second focusing on Universal Design for Learning for All students by engaging approximately 30 stakeholders in three f2f CoLaboratories of Democracy are good example of this Archetype:**

<http://attachments.wetpaintserv.us/HgIOgmoI%2BoYSt4dVzfPVyw%3D%3D9>

[23350](#)

**Another good example of the application of this Archetype with a group of stakeholders of Region 3 of Michigan is discussed in a video presentation by Aleco Christakis to the regional stakeholders. The presentation is made while they were meeting to agree on the cascade of activities from the regional level to the building level for implementing the Action Plan they constructed collaboratively after completing two co-laboratories focusing on Region 3:**

<http://remc.adobeconnect.com/p56406963/?launcher=false&fcsContent=true&pbMode=normal>

**In July of 2010 this Archetype was applied in Cyprus for the purpose of establishing a platform for symbiosis between Israelis and Palestinians:**

[www.youtube.com/watch?v=E7NSjhZno80](http://www.youtube.com/watch?v=E7NSjhZno80)

**This particular Archetype has been applied extensively in Cyprus and other countries of the European Union by Dr. Yiannis Laouris and his team (<http://fwcis.blogspot.com/>).**

**5) Type E: Collaborative Action Agenda** \_ complex primarily through the number and diversity of essential collaborators.

**This two-day CoLaboratory Archetype, with the participation of up to 30 stakeholders, is applied when we want to engage a group in a short-term collaborative action agenda for addressing a pressing issue, which might entail a significant reallocation of resources and a change in policy direction. An example of this Archetype was convening in 2003 a group of Medical Nephrologists focusing on addressing the issue of Chronic Kidney Disease (CKD), for which the USA Federal Government spends nearly \$20 Billion per year:**

<http://dialogicdesignscience.wikispaces.com/file/view/CKDFinalReport.pdf>



**This particular Archetype has been applied extensively to address health care and patient safety related policy issues in the USA during the decade of 2000-2010, primarily under the sponsorship of the National Patient Safety Foundation.**

**A scientific paper describing this application was published in the journal of Nefrology with the principal author Being Dr. Tom Parker who was the Broker for this application. You can see this paper [HERE](#):**

**6) Type F: [Root Cause Analysis](#) \_ complex primarily through the merging of observer-independent and observer-dependent data.**

**In March 2004, CWA Ltd., in collaboration with The Great Lakes Area Regional Resource Center (GLARRC), and the Michigan Department of Education, Office of Special Education and Early Intervention Services (OSE/EIS), designed and conducted a root cause analysis co-laboratory with the engagement of thirty stakeholders. The participants to the colab were representatives from the community of practitioners in the field of a monitoring process called Continuous Improvement Focused Monitoring (CIFM). These practitioners were responsible, among other things, for implementing for the state of Michigan the No Child Left Behind (NLCB) legislation, passed by the US Congress in 2002. The participants were initially engaged in a series of colabs for the purpose of designing the CIFM process relevant to their situation, which they will then have to implement in the field with school districts throughout the state.**

**After the designers completed the design of the CIFM process, it was decided to conduct a "root cause analysis colab" with the engagement of the same group of designers/participants. The purpose of this particular colab was to try to anticipate any factors that might inhibit the successful implementation of the CIFM process in the field. The intention was to conduct an anticipatory root cause analysis, as opposed to one that is the result of an existing systemic problem(s).**

**For more details on this case please visit:**

<http://cwaltd.wikifoundry.com/page/Root+Cause+Analysis>

**Another good example of this Archetype is a 2009 application with a group of high school students at risk of dropping out of school in Michigan. Take a look at the report and the video as presented in:**

<http://cwaltd.wikifoundry.com/page/Root+Cause+Mapping+with+Everett+Students>

**7) Type G: Evaluation through Indicator Rating: Recently, some innovative alternative application models have emerged. These models are currently being tested in the Arena for gathering evidence. One such model is being developed by Jeff Diedrich. It involves using a panel of experts to determine weights to be assigned to fifty-three Assistive Technology (AT) Indicators, which have been developed by this panel and classified in eight distinct categories. Those weights will be used, together with other metrics at the local level, to assess the performance of an educational agency in the context of delivering AT services to its community of stakeholders. The other innovative application is being developed by Yiannis Laouris in the context of the International Conference this May of the Hellenic Society for Systemic Studies ([www.HSSS.gr](http://www.HSSS.gr)). It involves the engagement of a variety of stakeholders in making risk assessments for public policy initiatives of the European Union.**

**For a matrix showing more details about the Colaboratory Archetypes please visit:**

<http://dialogicdesignscience.wikispaces.com/Matrix+of+Co-Laboratory+Archetypes>

## Summary of Distinctions among Archetypes of CoLaboratories of Democracy:

- 1) Type A: **Diagnosis of the Problematique** \_ complex primarily through vaguely defined and intensely interacting mega-trends
- 2) Type B: **Reconnaissance** \_ complex primarily through unexplored situations and unexamined intentions
- 3) Type C: **Long Range Action Scenario Construction** \_ complex primarily through uncertain futures
- 4) Type D: **Futures – Creative** \_ complex primarily through unvoiced transformational hopes
- 5) Type E: **Collaborative Action Agenda** \_ complex primarily through the number and diversity of essential collaborators
- 6) Type F: **Root Cause Analysis** \_ complex through the merging of observer-independent and observer-dependent data
- 7) Type G: **Evaluation by Indicator Rating** \_ complex through the diversity of indicators measuring a social or natural phenomenon.

If you are interested in downloading a brochure describing laboratories of democracy in order to share with others please visit:

[http://www.harnessingcollectivewisdom.com/pdf/How\\_Co-](http://www.harnessingcollectivewisdom.com/pdf/How_Co-)

[Laboratories.pdf](#)

**To explore the relationship between the three types of colaboratories and the seven Archetypes it is interesting to study the diagrma below:**

## **Application to the Obama vision of bottom-up democracy via the Webscope**

**This slide show is posted on this page for review and comments. It represents a good example of how structured dialogue can be applied virtually to engage stakeholders in different places at different times by employing Web 2.0 tools. This particular application engaged participants from Australia, Europe, Africa, and North America.**

**Take a look at the following slide show:**

**[ANTICIPATING THE CHALLENGES TO THE VISION OF A BOTTOM-UP DEMOCRACY.pdf](#)**

## **Cogniscope Software:**

## **Seven Consensus Methods ( Development Years 1972-2011):**

**(1) Nominal Group Technique,**

**(2) Interpretive Structural Modeling,**

**(3) DELPHI,**

**(4) Options Field,**

**(5) Options Profile,**

**(6) Trade-off Analysis, and**

**(7) Webscope**

**For an elaboration of six of the seven Consensus Methods see *How People Harness their Collective Wisdom and Power*:**

[http://www.amazon.com/gp/product/1593114818/ref=ed\\_oe\\_p/104-7420823-4256710?%5Fencoding=UTF8](http://www.amazon.com/gp/product/1593114818/ref=ed_oe_p/104-7420823-4256710?%5Fencoding=UTF8)

**For a more thorough discussion of the Consensus Methods the interested reader should consult:**

***Warfield, John N., and A. Roxana Cardenas. A Handbook of Interactive Management. Ames, Iowa: Iowa State University Press, 2d, 1994***

## **Heraklion DEMOSKOPIO: A vision for democracy, cooperation and dialogue**

**During the first half of this year, it is expected to open the Heraklion Demoskopio, which is a new institution that is launched by the municipality of Heraklion in Crete, Greece, in order to engage the stakeholders of the city in open and focused dialogues relevant to the definition and resolution of complex issues. The Demoskopio will offer citizens, researchers, entrepreneurs, scientists, educational institutions, collective bodies, the opportunity to collaborate effectively in designing innovative solutions to a variety of challenges facing the city leadership.**

**(See also the decision of the City Council here:**

**[[[blog:https://yperdiavgeia.gr/c64f0986-b9b2-442d-a65f-555c7ac2d643](https://yperdiavgeia.gr/c64f0986-b9b2-442d-a65f-555c7ac2d643) |  
<https://yperdiavgeia.gr/c64f0986-b9b2-442d-a65f-555c7ac2d643>]]**

**Read the original idea as formulated and submitted to the Municipality of Heraklion by the Social Systems Design Professor, Dr. Alexander N. Christakis, and the independent journalist Maria Kakoulaki here:**

**[\\*\\*http://leregardcretois.blogspot.com/2015/03/blog-post\\_8.html\\*\\*](http://leregardcretois.blogspot.com/2015/03/blog-post_8.html)**

More specifically, the Demoskopio, as indicated in the decision of the City Council, aims at listening to citizens and entrepreneurs, whose voices are never heard on issues that concern them, so that they will be able to converse on equal terms with other actors in society, and to share opinions, proposals, visions for the future of the city. Also groups of students who have creative ideas and want to turn them into viable businesses or products, or to improve the social environment, can display and promote their plans through the Demoskopio capability and facility. Furthermore, it will provide support to volunteer groups, educational and research institutions wishing to co-design practices and innovations, as well as exhibits



and museum spaces.

According to officials of the municipality, the economic crisis Greece experiencing today, is affecting Greek cities dramatically, reducing the available financial resources and manpower, and increasing social security and support needs. This crisis has particularly affected young people, with unemployment rates have soared sharply from 2007 onwards.

The Municipality of Heraklion intends to contribute to addressing this reality through the institution of the Demoskopio that comes to encourage and develop a culture of social dialogue, cooperation, development, innovation, and entrepreneurship, particularly among young people. It has been observed that in recent years a wave of young people with talents and skills, that exploit new technologies for services and products, need support in translating their ideas into viable businesses. This is the reason for the creation of the Demoskopio, which will act as a node in a social network for generating ideas, innovation, and entrepreneurship.

The Demoskopio will provide three main types of services. The first category concerns the application of Structured Democratic Dialogue (SDD) for the design and promotion of social and business cooperation, consensus and networking with the wide involvement and participation of all perspectives. The second category concerns the business interconnection services, which include the participation of young people in innovation competitions, entrepreneurship and mentoring workshop. The third category concerns business acceleration consulting and support services.

*[Official publication of the decision in the "stepfather" newspaper, 01.02.15]* [//http://www.patris.gr/articles/294026?PHPSESSID=#.VvmyX8eMAcg//](http://www.patris.gr/articles/294026?PHPSESSID=#.VvmyX8eMAcg/)

## **EXTERNAL ROLES**

**The Project Sponsor**

**The Broker**

**The Site Logistics Manager**

## **DESIGN MANAGEMENT TEAM ROLES**

**The Project Manager**

**The Stakeholder Researcher**

**The Dialogue Manager**

**The Recorder**

**The Production Manager**

**Optional: Production Assistant**

**Optional: Videographer**

**Optional: Process Auditor**

**Optional: Dialogue Observer**

**For a more detailed description of the roles please visit:**

<http://lcctraining.wikispaces.com/file/view/SDD+phases+and+roles.pdf>

[CHALLENGES TO THE TEAM ROLES IN THE ARENA](#)

**For an elaboration of the roles as they are applied in the arena, please consult Chapter 7 of *The Talking Point: Creating an Environment for Exploring Complex Meaning*:**

[http://www.amazon.com/Talking-Point-Creating-Environment-Exploring/dp/1607523612/ref=sr\\_1\\_2?ie=UTF8&s=books&qid=1259862311&sr=1-2](http://www.amazon.com/Talking-Point-Creating-Environment-Exploring/dp/1607523612/ref=sr_1_2?ie=UTF8&s=books&qid=1259862311&sr=1-2)

## The Design of a Science | The Science of Design

**There is art, design, and a science to the science of dialogic design. The science is better supported when distinctions are made to qualify and clarify the identity and behaviors of these ways of formulating, thinking, and performing.**

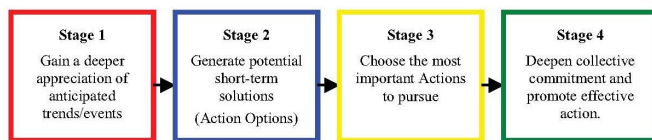
We might also cite the meaningful precedent to Christakis and Warfield, and justify these precedents as foundations. Dialogic Design is founded upon a scientific rationale, which has been proposed, developed, reformulated, and supported since the earliest publications of Hasan Ozbekhan, and Ross Ashby preceding Hasan.

While the earliest progenitor of a science of dialogue was Socrates, there are significant early influences in the scientific literature supporting the power of dialogue as an action science. (JL Austin's [How to Do Things with Words](#) comes to mind). What other precedents and mature schools of scientific discourse support the design of the science?

## Four Stages of Structured Dialogue Inquiry (Years 1989-1995):

- (1) **Definition or Anticipation (red ideas),**
- (2) **Design of Alternatives (blue ideas),**
- (3) **Decision (yellow ideas), and**
- (4) **Action Planning (green ideas).**

Exhibit 1: The Stages of Collaborative Inquiry



These original four stages have been lately replaced or augmented with the three types of Colabs and the seven Archetypes as presented and discussed in the 2015 booklet by Dr. Kenneth Bausch titled With Reason and Vision:

[http://www.amazon.com/gp/product/1517757649?keywords=vision%20%26%20reason&qid=1445255410&ref\\_=sr\\_1\\_3&sr=8-3](http://www.amazon.com/gp/product/1517757649?keywords=vision%20%26%20reason&qid=1445255410&ref_=sr_1_3&sr=8-3)

Also to see examples of the application of the seven colab Archetypes please visit the entry Matix of Archetypes in the navigation panel of this wiki.

[SDD Discovery Phase Planning Final 11.14.12.pdf](#)

- [Details](#)
- [Download](#)
- 62 KB

[Appendix A - Archetype Matrix v1.4.pdf](#)

- [Details](#)
- [Download](#)
- 107 KB

[Appendix B - Room Set-up.pdf](#)

- [Details](#)
- [Download](#)
- 125 KB

Appendix C - Please note that you should either download the file as an "Excel Spreadsheet" or "Copy" the spreadsheet vs. populating the existing.

<https://docs.google.com/spreadsheets/cc?key=0ArxbHhK4krWWdG9aVmVuRzhHZzNHMGZzZHA2VTNvNIE#gid=1>

## **THE PHENOMENA OF SPREADTHINK, GROUPTHINK, AND ERRONEOUS PRIORITIES**

Professor John N. Warfield

**Dr. John N. Warfield, the great pioneer of integrative sciences, uses the term "Spreadthink" to describe the outcome of group dialogue infected with behavioral and cognitive constraints. This refers "to the demonstrated fact that when a group of individuals is working on a complex issue in a facilitated group activity, the views of the individual members of the group on the relative importance of problems and/or proposed action options will be literally 'spread all over the map.'"**

**Moreover, Warfield cautions, "Facilitators who try to bring groups to a majority view or a consensus without the aid of some methodology that resolves the difficulties caused by Spreadthink may well be driving the group to Groupthink, and thus helping to arrive at a decision that lacks individual support and, usually, lacks substance." Groupthink, refers "to the deterioration of mental efficiency, quality of reality testing, and quality of moral judgment that results from in-group pressures. Subject to Groupthink, a group may seem to accept a specific decision; however, if individual group members are confronted with that point of view separately from the group, few members would accept that view as their own."**

Aleco Christakis

**Most people have heard the phrase "talking the talk, and walking the walk." The standard interpretation of this phrase is that there is a discrepancy between what people say and what people do, *i.e.*, between their words and their actions. Aleco Christakis, one of the principal inventors of the "*Technology of Democracy*" whose unique powers of dialogue facilitation are very much like the "specialist mediators" between the people and their deities that marked the popular Aristocracies of Bronze Age Crete (2000 BC - 1370 BC), has challenged conventional talk in socio-political systems design, which has become a minefield. The discovery of the "Erroneous Priorities Effect" (EPE) after extensive research at the Food and Drug Administration, has led to the recognition that even with good intentions for participative democracy, people cannot collectively walk the talk unless we change the paradigm for languaging and voting. Effective priorities for actions that are dependent on recognizing the influence patterns of global interdependencies, are defeated by the EPE, when priorities are chosen on the basis of aggregating individual stakeholder subjective**



**voting that is largely blind to those interdependencies.**

**For a report produced after a Face-to-face Co-Laboratory focusing on Energy Efficiency visit:**

[http://sunsite.utk.edu/FINS/loversofdemocracy/SDDP\\_Reports/NEEAFinalReport.pdf](http://sunsite.utk.edu/FINS/loversofdemocracy/SDDP_Reports/NEEAFinalReport.pdf)

**To see the work of the Civil Society Acts Beyond Borders (SCABB) working with Israelis and Palestinians visit:**

[www.Actbeyondborders.net](http://www.Actbeyondborders.net)

**To see a Face-to-Face Co-Laboratory focusing on high school dropout issues visit:**

[http://sunsite.utk.edu/FINS/loversofdemocracy/SDDP\\_Reports/FlintFinalReport.pdf](http://sunsite.utk.edu/FINS/loversofdemocracy/SDDP_Reports/FlintFinalReport.pdf)

**To see an interesting e-mail discussion among a group of prationers on the meaning and interpretation of the results of colaboratories read the paragraphs below:**

**Hi Reynoldo and Yiannis (and all others!)**

**As you say Yiannis these are wonderful discussions. it is interesting that you say that even when you repeat the process with participants they seem to concur that the first "tree" adequately captures their collective understandings and also**

**adequately offers routes to action.(I suppose this is when the first and second encounters are not too far apart in time and also when similar participants are participating?)**

**Yiannis, when you are facilitating the making of trees, are you offering space for people afterwards to create a narrative around the relationships and their significance? This narrative construction might be the process that is offering what Reynoldo calles peace of mind and heart to name the results "good".**

**I think Reynoldo you are pointing to in interesting idea also that before the workshop people can discuss the status of what they are doing and the status of what they will have at hand at the end of the workshop. Aleco stated it nicely when he said it will be an approximation to a collective understanding at a point in time - that helps to gear action. I think this could be made explicit so that people are aware that the tree is a construction that offers what Reynoldo calls "a level of harmony" about how the situation can be seen so as to allow for actions that people will feel contented to commit to.**

I think Reynoldo that even though people may be aware that they are situated in a complex evolving situation, the tree that they have arrived at collectively at some point in time allows them to also recognise how the situation is evolving and therefore how they may need to modify their actions. This does not necessary mean that they all have to come together again. It means that each person can think for themselves how to work in the evolving situation as they see it now (after the collective results that were created earlier).

So people can still be guided by the earlier 'results' and can make judgements about how to deal with the evolving situation. I think in any case any plans are always open to revision. As long as people feel accountable to other people when they create revisions of plans and operate out of a sense of accountability, then their actions can still be regarded as in keeping with the spirit of the group dialogue.

Does this make any sense to you?

I am leaving today for Cape town to help our UNISA students with M and D projects - so the next time I may see email may be Friday.

Love to you from me

Norma

On Sat, Sep 1, 2012 at 1:27 PM, Yiannis Laouris [wrote](#):

[These are wonderful discussions and I am honored to be able to read them during my vacations.](#)

[I would like to share with you my personal view point.](#)

[From the many SDDPs that I have organized and facilitated \(summarized at \[http://www.futureworlds.eu/wiki/Chronological\\\_List\\\_of\\\_SDDPs\\\_by\\\_Future\\\_Worlds\\\_Center\\\_and\\\_Associates\]\(http://www.futureworlds.eu/wiki/Chronological\_List\_of\_SDDPs\_by\_Future\_Worlds\_Center\_and\_Associates\)\)](#)

[I have a few very strong observations to make fro the arena's point of view:](#)

- [1. Whenever I tried to shorten the Clarifications phase, I paid a "penalty" of time during the Clustering Phase](#)
- [2. Whenever i tried to shorten the Clustering phase, I paid a penalty of time during the Structuring phase](#)
- [3. Whenever I tried to shorten the Structuring phase \(partly by changing the 3/4 to 2/3 supermajority vote\) I paid a penalty with respect to the degree to which participants recognized the end product as completely their own.](#)

[Yiannis.](#)

[PS, I came to realize that any deviation from the current rules distorts the quality of the dialogue and compromises the chances for follow up action.](#)

On Fri, Aug 31, 2012 at 6:59 PM, Reynaldo Treviño [wrote](#):

Dear Norma:

Yes, that is one of my points. I find that supermajority of votes may help but it will not be conclusive at all. At the end of the construction of a map, there could still be differences in the appreciation of the internal relationships displayed, and many people perceive this in practice.

And I still lack a sense around "the logic implied", because I would like to ask: How can non invariant observations regarding not only ideas but also relationships between them help in the construction of a "plan", or much better a "strategy" for solving a complex evolving situation. If everything is changing through space and time, how can we guarantee that our strategy is better than no strategy at all, or than a partial strategy going on trying to solve problems as if they were isolated?

I have always liked Heraclitus philosophy, but I need to remind you that Parmenides also had an interpretation about reality, when he realized that in every change we must first fix an identity that is recognized from the beginning to the end of that change, otherwise we could not even realize that a change has gone on. There is an identical sustratus suffering a change... It is participating of the "ontological difference between Being and being" (Ser y ente en español), that is: "there is an identity that does not destroy the difference between beings, and there is a difference that does not destroy the identity". And they are there at the same time.

Just referring ourselves to Heraclitus or Aristoteles or Parmenides does not solve our questionings or interrogations. We need to advance a thought on how maps should be interpreted by stakeholders who are planning to act together to solve a complete "problematique". What should they do? How could an advance in the process of evolution be recognized and treated? What changes should be made in a strategy after it becomes applied, after looking at colateral changes going on? We need to make sense from the beginning of a workshop around what we will have at hand at the end of that workshop. I still have no answer to that. Is it questioning not only our thinking, but also our wanting and our acting and feeling? Does that remind us that we need "peace of mind and heart" after we achieve some results that we can name "good results"? Can the achievement of "a different and higher level of harmony" be measured?

Please, help!!!

Reynaldo

De: Norma Romm

Para: CWAaleco@aol.com

CC: TRflanagan@aol.com; peter@redesignresearch.com; rtrvino8522@yahoo.com.mx; agorasken@gmail.com; critical\_design@comcast.net; gayle.underwood@gmail.com; laouris@futureworldscenter.org; mariakakoulaki@hotmail.com; mmichaelides@capa.mof.gov.cy; Aleco@globalagoras.org; jeff.diedrich@gmail.com; andyh@demosophia.com.

Enviado: Viernes, 31 de agosto, 2012 2:06:35

Asunto: Perhaps the supermajority is best to create 'significance' - and a simple majority would need more justification

Hi dear Aleco

Having seen your message re the supermajority I see that this is a method of creating 'strength' of perceived relationships..... Perhaps the simple majority case should be used only when there is some justification for it - and also this should be coupled with a later discussion on the "results" so that appropriate actions can be formulated arising from them.

I think Reynold's point is that sometimes the logic does not do justice to how people are feeling - hence the need for later review of the decisions whether supermajority or simple majority? Is that one of your points, Reynold?

Love from me

norma

On Fri, Aug 31, 2012 at 9:01 AM, wrote:

Thanks Tom from drawing an important distinction between the science and the arena.

From Crete with love,

Aleco

In a message dated 8/30/2012 4:45:51 P.M. Eastern Daylight Time, TRflanagan@aol.com writes:

Peter: Thank you for your argument. Yet while I appreciate the logic of what you are saying, I feel that as a science we need to rely on the data collected by those who have tested the alternative vote and avoid the temptation to surrender to logic alone. Out science will be stronger for this. If Reynaldo has been using a different voting approach, then he is closest to the data. Everything you say rings as consistent with my small window of experience, yet my window is small.

Let us ask how we might go about devising a test to establish when different voting approaches might be appropriate. Perhaps if we look to "action" as a outcome, we might come to agree that supermajority voting is more emotive. This is a hypothesis. Does this sound like something that we might seek to do in the name of the science of dialogic design?

!

In a message dated 8/30/2012 11:34:20 A.M. Eastern Daylight Time, pjonas@faculty.ocadu.ca writes:

Norma - While the voting process for affirming a relationship between entities is not fixed by canon, I have learned by working with Tom, and subsequently in my teaching the methodology at OCADU that the supermajority vote is a significant best practice.

The problem that occurs when accepting a simple majority vote is that when people do not sufficiently understand a complexity relationship, that the votes may split closely. When people equivocate and split votes close to 50-50, and an influence is identified, it leads to multiple representations that different participants fail to accept. If there is to be consensus on meaning relationships, a strong warrant or claim needs to be made, in my opinion. The more that power relationships are involved, the more critical it is to require the burden of supermajority vote (66%) so that slight shifts in vote pattern do not become systematic.

Peter

From: Norma Romm [mailto:norma.romm@gmail.com]

Sent: Thursday, August 30, 2012 11:11 AM

To: CW.Aaleco@aol.com

Cc: TRflanagan@aol.com; rtrvino8522@yahoo.com.mx; agorasken@gmail.com; peter@redesignresearch.com; critical\_design@comcast.net; gayle.underwood@gmail.com; laouris@futureworldscenter.org; mariakakoulaki@hotmail.com; mmichaelides@capa.mof.gov.cy; Aleco@globalagoras.org

Subject: Re: my paper is in press with SPAR

HELLO all

Thanks Aleco for sharing my paper! Just to mention that this paper is at the moment in press - it has just been accepted for publication by the journal called Systemic Practice and Action Research (SPAR). So if anyone wishes to quote it please mention that it as SPAR (in press).

It is about trying to envisage (in terms of visionary anticipation and in terms of reading the potential of human beings) social relations not based on hierarchical group structures.

Reynold's meanwhile I read with interest your way of responding to Ken's email. I think I missed the original email but I agreed with your way of responding and your suggestions re interpreting the results of any voting - so that the interpretation also becomes part of the process. (This is how I understand your suggestion that the voting need not be taken as final but that people can still participate in storing around it. I recall that when we did the Obama vision, Tom made an interesting narrative trying to account for the results of the voting and some of us engaged with that narrative. In the process I think new interpretations also arose - so this would be an example of treating the results of voting as an invitation for further dialoguing.)

Re what levels of affirmation in terms of "majority" voting should be accepted in the group, that is as Tom notes also something that is not cast in stone - and perhaps could be negotiated in different encounters....

with love from me now in Tshwane (not in Marsate anymore).

Norma

On Thu, Aug 30, 2012 at 11:30 AM, wrote:

As a follow-up to Tom's comments, I would like to remind all colleagues of the important distinction made by Warfield in conceptualizing and articulating the Domain of Science Model (DFOSM), namely the distinction between to corpus and the Arena (see below):

//http://dialogicdesignscience.wikispaces.com/file/view/DFSontDOSM.pdf//

Lack of appreciation of this distinction is dangerous for the evolution of a science. The evolution of the science is independent of the AGORAS but dependent on the experience gathered in the Arena of practice.

I would also like to take this opportunity to share with colleagues a paper by Professor Norma Romm which discusses Retroductive Logic as presented in one of the axioms of the science of dialogic design, namely:

The Logic Axiom: Appreciation of distinctions and complementarities among inductive, deductive and retroductive logics is essential for a future-creative understanding of the human being. Retroductive logic makes provision for leaps of imagination as part of value-and emotion-laden inquiries by a variety of stakeholders (Norma Romm and Maria Kakoulaki).

Recently Maria Kakoulaki has founded the language to translate Retroductive logic in Greek: "Oniroforo Prosthokia," which means Visionary Anticipation. It is indeed very beautiful in Greek because the word Oniro means seeing a vision.

Maybe Reynaldo can do the same in Spanish.

From Crete with love,

ALECO

Alexander N. Christaki\*\*\*, PhD

CWA Ltd. //http://CWAld.wetpaint.com//

PHILADELPHIA, USA;

CRETE, GREECE: 302810-752-772

//CWAaleco@aol.com//

President 2002, International Society for the Systems Sciences //http://www.ISSS.org//

Founder, Institute for 21st Century Agoras //http://www.GlobalAgoras.com//

Harnessing Collective Wisdom //http://www.HarnessingCollectiveWisdom.com//

The Talking Point //http://www.infoagepub.com/products/TheTalkingPoint//

Dialogic Design Science - //http://DialogicDesignScience.wikispaces.com//

Structured Dialogic Design (SDD) is a Service Mark of the AGORAS

In a message dated 8/29/2012 1:44:52 P.M. Eastern Daylight Time, //TRflanagan@aol.com// writes:

• Brother Reynaldo,

As always you raise deeply insightful points.

My hope with the monograph series is that as a community we can report and share differences in the practices such as you note, and that we can include in the monograph short contributions where others reflect on any reported project from our differing approaches. In this way, I hope that we can preserve a sense of canonic form of IM while at the same time not enslaving ourselves to that canon. For example, I have always used the supermajority rule for recording recognition of strong influence in ISM maps. In groups, this supermajority moves the group away from the quibble zone of close calls - and adds both the strength of strong individual perception of "significant" influence with a strong collective identification of that significant influence. Together these strong individual and strong collective views reinforce the strength of agreement on a perception of influence. I don't know that things must always be this way, and if you have found that they do indeed not need to always be this way, I learn from you. This could raise an interesting question for research... which level of affirmation from a group is most appropriate for which types of situations, and how can we apply scientific methods for establishing such distinctions.

I feel that we must remain true to your practice in your report, Reynaldo. It is my pleasure to do so. There will be room for friends to comment on differences among practices as we add "peer" commentary to the monograph. The goal is never to diminish the contributed case study, but rather to enhance the collective understanding of the practice.

The monograph replaces something which we no longer have - which is the catalog of industry reports such as CWA has generated over the years for its clients. The AGORAS monographs are an attempt to sustain this tradition as a matter of collective learning using the type of work that we do within the public sphere. In spirit of collective research, it might be helpful to include data appropriate for cumulative validation of the erroneous priorities effect - if this is possible.

Ken, I hope that my comments are helpful here. You are the lead on this activity, of course.

Cheers

-  
!  
-

Tom Flanagan, Board President

- [Institute for 21st Century Agoras, Atlanta GA](#)
- [501\(c\)\(3\) for promoting technologies for participatory democracy](#)
- [مؤسسة خيرية عالمية لتعزيز الديمقراطية التشاركية](#)
- ["Changing the nature of the dialogue is key to changing the nature of the world"](#)

-  
[Tom@GlobalAgoras.org/](mailto:Tom@GlobalAgoras.org/)  
 Conference CALL number and access code: --- 7923424  
[Website //www.globalagoras.org/](http://www.globalagoras.org/)  
[METHODOLOGY //http://ncdd.org/rc/item/2884/](http://ncdd.org/rc/item/2884/)  
[The Talking Point //http://www.infoagorapub.com/products/The-Talking-Point/](http://www.infoagorapub.com/products/The-Talking-Point/)  
[Democratic Approach to Sustainable Futures //https://www.creativespace.com/3571032/](https://www.creativespace.com/3571032/)  
[Basis: Wisdom in Dialogue //http://forestspace.com/3707378/](http://forestspace.com/3707378/)  
[Laboratories of Democracy //http://www.HarnessingCollectiveWisdom.com/](http://www.HarnessingCollectiveWisdom.com/)  
[Video One //http://www.youtube.com/watch?v=E7NSJhZao8Y/](http://www.youtube.com/watch?v=E7NSJhZao8Y/)  
[Video Two //http://www.youtube.com/watch?v=32Vf6SKlO8Y/](http://www.youtube.com/watch?v=32Vf6SKlO8Y/)  
[Video Three //http://www.youtube.com/watch?v=KIVfGPAJAW4/](http://www.youtube.com/watch?v=KIVfGPAJAW4/)  
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Structural Dialogic Design (SDD)® is a Service Mark of the AGORAS

In a message dated 8/29/2012 11:28:53 A.M. Eastern Daylight Time, //trrevino8522@yahoo.com.mx//writes:

Dear brother Ken:

Thanks so much for this re-writing of the section on page 17.

Nevertheless, I do have some questions before you apply the changes.

I certainly accept that results of the process of mapping can change derived from the different composition of participants in a workshop. In fact, I have confirmed that in many occasions. However, I wonder if the principle of requisite variety should be applied with a precise meaning in regard to abduction processes, and I am accustomed to use a 51% majority vote to decide if some observation goes into a specific transitive relationship with another observation in a map, while you are stating that a 75% majority is needed. Has this been recently changed in SDD workshops to assure a "somewhat better" result?

In my practice of SDD I have always respected the principle of requisite variety during the processes of recollection of observations when responding to a triggering question, because I know that a "question for intelligence" might and should receive many different answers, not only because there are a minimum of twelve participants in a workshop, but also because each participant might and can have more than one answer to the same question.

I believe that another different principle than requisite variety should be discovered and applied to abduction processes which involve "questions for reflection", instead of "questions for intelligence". I believe that if the arguments for responding to a question for reflection are not recorded, but anyway results are stated through voting, is because we all assume that differences could multiply to the infinite depending on the life experiences of each participant. The voting there responds more to "feeling contents" than to "understanding processes of deduction or induction". That is why we name them "hunches". Thus, a different principle than requisite variety should be applied. It is more a matter of how we can develop a "collective intelligence" of a complex situation that affects us.

Because of this standpoint, it is that I always recommend at the end of a mapping process to review the map in common, and look for a re-accomodation of at least some of the relationships found. I have looked with great interest at the remarks that Peter just made to his latest experience with an SDD workshop and its results. The cognitive burden lies there during the voting in a way that should make us reflect why some of the participants do not agree with the mapping results coming from the software use in isolation.

Is this the place in SDD where participants feelings mingle with their intelligence in such a way that sometimes feelings are stronger than simple logical deductive or inductive relationships? What is there really embedded?

If it happens that some of you have found responses to these doubts, I would certainly like to know about your findings.

From Mexico with love,

Reynaldo

-  
-  
-

De:Ken.Bausch.

- [Para: 'Reynaldo Treviño' - Betmania Ibarango](#)
- [Enviado: Martes, 28 de agosto, 2012 10:34:34](#)
- [Asunto: 3 things](#)

Reynaldo and Bethania,

First, please change the background color of the graphics to a light blue. Two: please resend me the latest copy of the mss, as I am working with the earlier version. Three: I would like to rewrite a section on page 17 (copy attached)

ken.

Kenneth C. Bausch, PhD

Institute for 21st Century Agoras 2010 small

//ken@globalagoras.org/

- [Institute for 21st Century Agoras](#)
- [//www.globalagoras.org/](http://www.globalagoras.org/)
- [//www.harnessingcollectivewisdom.com/](http://www.harnessingcollectivewisdom.com/)
- [//www.bodywisdombook.com/](http://www.bodywisdombook.com/)
- [//http://dialogicdesignscience.wikispaces.com/](http://dialogicdesignscience.wikispaces.com/)

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[www.FutureWorlds.eu](http://www.FutureWorlds.eu) [www.cnti.org.cy](http://www.cnti.org.cy) [www.FutureWorldsCenter.org](http://www.FutureWorldsCenter.org)

**This wiki is dedicated to the Dialogic Design Science (DDS) community of practitioners and theoreticians. Its primary purpose is to engage this community in an on-going discussion focusing on the evolution of the science. The content of this wiki is not intended for the communities of stakeholders that use the science to design their social systems. The Institute for 21st Century Agoras web site ([www.globalagoras.org](http://www.globalagoras.org)) is more appropriate for informing the stakeholders about the variety of applications of the science in the arena. The ultimate objective of this "People Science" is to support people from all walks of life for practicing authentic participative democracy by applying the Co-Laboratories of Democracy approach in designing their social systems. Those visitors that are interested to learn more about application types for the science of dialogue are encouraged to visit the discussion of face-to-face co-laboratories of democracy presented in:**

<http://dialogicdesignscience.wikispaces.com/Co-Laboratory+%28f2f%29>

**The Domain of Science Model (DOSM), proposed by Professor John N. Warfield in 1987, is being employed as the contextual typology for assigning the component artifacts of the DDS in the four distinct domains of the DOSM, namely: (A)Foundation, (B)Theory, (C)Methodology, and (D)Applications. To view the assignement of the components of DDS to the four distinct domains, and also the linkages among the principal components of the science click:**

<http://dialogicdesignscience.wikispaces.com/file/view/DDSontoDOSM>



[.pdf](#)

**To learn more about the history of DDS please visit:**

<http://leregardcretois.blogspot.com/2012/02/demosophia-paradigm-as-solution.html#more>

If you would like to get an overview appreciation of the power of the science of dialogic design, please visit the new (January 26, 2016) Edition of a video focusing on the Israeli-Palestinian conflict, and the Turkish-Cypriots/Greek-Cypriots conflict, produced by Maria Kakoulaki and titled "Dialogue beyond borders:"

<https://www.youtube.com/watch?v=SKwXw6hFpAA>

The unique characteristic of this video is that it avoids the interference of the journalistic perspective with the authentic voices of the oppressed people of these regions.

**NOTE: A booklet, containing content from this wiki, was compiled and edited by Dr. Keneth Bausch titled With Reason & Vision. It can be purchased for \$10 from Amazon by clicking here:**

[http://www.amazon.com/gp/product/1517757649?keywords=vision%20%26%20reason&qid=1445255410&ref\\_=sr\\_1\\_3&sr=8-3](http://www.amazon.com/gp/product/1517757649?keywords=vision%20%26%20reason&qid=1445255410&ref_=sr_1_3&sr=8-3)

**If you need help please contact either:**

[alexander.n.christakis@gmail.com](mailto:alexander.n.christakis@gmail.com) or [Gayle.underwood@gmail.com](mailto:Gayle.underwood@gmail.com).

**If you would like to read some endorsements of this wiki by distinguished systems thinkers, please visit the Discussion Tab of this page. Also we have posted a message with interesting remarks from Laura Harris,**

**the Executive Director of Americans for Indian Opportunity ([www.AIO.org](http://www.AIO.org)). The AIO team has been applying structured dialogue with indigenous people around the world by using a customized approach called the Indigenous Leaders Interactive System (ILIS) for 20 years.**

**Your comments are welcomed.**

## **Innovations in American Government Award,**

**sponsored by the Ford Foundation and Harvard University's John F. Kennedy School of Government**

Subj: Thanks!

Date: 97-10-08 12:25:07 EDT

From: [jcarlosto@bangate.fda.gov](mailto:jcarlosto@bangate.fda.gov)

Reply-to: [jcarlosto@bangate.fda.gov](mailto:jcarlosto@bangate.fda.gov)

To: [cwaaleco@aol.com](mailto:cwaaleco@aol.com)

Aleco --

I just wanted to take the opportunity to thank you and your team for all the work you have done with FDA over the years which contributed to FDA/CDER winning the award noted below. The process expertise, stamina, and intellectual horsepower that CWA brings has helped in ways that we have only begun to fully appreciate. Please join us in celebrating as part of our winning team. Please forward this to all of your team.

From the heart and soul of FDA, THANK YOU! THANK YOU! THANK YOU!

Julie

Folks throughout CDER --

It is with much excitement and pride that I announce this morning that FDA has been selected as one of the ten winners in the highly prestigious Innovations in American Government Award, sponsored by the Ford Foundation and Harvard University's John F. Kennedy School of Government. This honor is especially exciting for CDER as this award is for innovations in the new drug review process: the PDUFA program, including different performance goals for prioritized applications, and the Subpart H programs for serious and life-threatening illnesses. We were first selected from over 1500 applications from around the nation. This award is of such significance that Secretary Shalala made special arrangements to accept the award on behalf of FDA this morning.

The announcement of our selection came this morning following a day in which all 25 finalists presented their programs to the selection committee. Our program was presented by Mike Friedman and Janet Woodcock. The selection committee was chaired by David Gergen, former Counselor to Presidents Clinton, Reagan, Ford, and Nixon and former editor of U.S. News. In addition to Mr. Gergen, the selection committee consisted of William Clinger, former US Representative from Pennsylvania; former US Representative Thomas Downey of NY; Margaret Gordon, Dean of the Graduate School of Public Affairs at the University of Washington; Richard Hatcher, former Mayor of Gary, Indiana; Antonia Hernandez, President of the Mexican American Legal Defense and Educational Fund; Lynn Martin, former Secretary of Labor; Donald McHenry, former US Ambassador to the United Nations; Luis Nogales, former president of UNIVISION; Dorothy Ridings, President and CEO of the Council on Foundations; Barbara Roberts, former governor of Oregon; Jack Rosenthan, Editor of the New York

Times Magazine; Max Sherman, Dean of the LBJ School of Public Affairs at the University of Texas; and Vin Weber, former US Representative from Minnesota.

Considered to be among the nation's most prestigious public-service prizes, (analogous to the Baldrige Awards for private industry) Innovations in American Government Awards recognize governmental initiatives that provide creative solutions to pressing social and economic problems. The winners of this award are chosen because they exemplify new models of government working effectively to produce results for the American people.

I really wish all of you could have been at the presentations yesterday. The remarkable innovations and impact all the 25 finalist programs are making on lives throughout the country was just so impressive. As we are all so aware of the cynicism about and bashing of government that seems to be a daily part of our lives, it was so refreshing and invigorating to be able to hear about and talk with these other people who have chosen a career in government service and who are using their careers to better our society so remarkably. To be one of the winners from this group is even more exciting, because the competition was extremely keen!!

Over the Innovations program's 10 year history, the Ford Foundation has awarded \$12 million to 180 governmental initiatives. Each winner receives a \$100,000 grant that is intended to be used to recognize, document, and help disseminate to other jurisdictions information about these creative approaches to government. The program has focused on innovations in federal, state, and local governments. More than 85% of the award winning programs have been replicated or have influenced legislation that, in turn, has spurred similar programs in other areas of government.

All of you should be so very proud of this award and the very special impact it represents: your role in bringing new safe and effective drugs to the American people as quickly as possible. Without all of you, it simply would not have happened.

For more information about this award, please see our WWW homepage and also take a minute and listen to the new Desktop Talks message from Janet on CDERnet.

Congratulations to all of CDER for this extraordinary accomplishment!!

Mac

**The following eight terminological definitions are inferred from and are complementary with the seven Axioms of the Dialogic Design Science. These definitions establish the foundational language of the science, and are evolving in accordance with the Domain of Science Model (DOSM) of Warfield:**

- **Dialogue**: The engagement of observers/stakeholders in discovering meaning, understanding, wisdom, and actions for designing their social systems by means of structured inquiry in a "colaboratory of democracy."
- **Conscious Evolution**: The engagement of observers/stakeholders in a colaboratory for the purpose of creating their ideal futures.
- **Future**: The state of a social system that is significantly different from the state obtained by extrapolating past and present trends.
- **Triggering question**: A prompt framed by a colaboratory Design Management Team (DMT), in collaboration with the sponsor, for the purpose of enabling observers/stakeholders of the social system to construct high quality observations.
- **Elemental Observation**: The succinct and content-specific observation by an observer/stakeholder in response to a triggering question during a colaboratory.
- **Third Phase Science**: All inquiry actions that aim to support observers/stakeholders in constructing high quality observations that make possible the design and implementation of action plans for the conscious evolution of a social system (for an elaboration of the three Phases of

science please see the response to a question below).

- **Truth:** The convergence of the alternative realities (or pluralities) of a group of stakeholders participating in a colaboratory to a consensual, ephemeral, and language-sensitive snapshot of the complex situation they are confronting. This time-and-space-specific snapshot is subject to evolutionary learning by iteration.
- **Problem statement:** The appreciation by an observer/stakeholder of the dissonance between his/her belief of "what ought to be" and the observation of "what is." These statements of stakeholders with diverse perspectives and life-experiences are value-based and language-sensitive.

**Here is a resposne to a question about the three Phases of science from Dr. Tom Flanagan (Tom) to Dr. Alexander Christakis (Aleco):**

Tom: I suspect that most people will not see dialogue as a science but rather as an art in common experience. Human beings seem to be hard-wired for dialogue. It seems easy to see how dialogue plays a role in the sciences but how did dialogue itself become a science?

Aleco: The contemporary world is like the river of the Greek Philosopher Heraclitus who said: "You can not step in the same river twice." The way that we step into the river defines the river for us at the time we step in it.

Dialogue became a science when re recognized that different observers have different ways of stepping into that river and that we can select and refine the way that we approach the river as a community of stakeholders. Yes, we do use conversations and discussions in all aspects of daily life, but dialogue is a shared exploration into an unfamiliar river, and this is a specialized aspect of communication. Our methods of inquiry represent a science that lies beneath and supports all of the ways that we collectively construct observations. Dialogue is the infrastructure – a word that means 'beneath the structure' – for all of our collective learning. Dialogue science is a science for learning how to learn together. It is a very deep and inclusive science and it has come of age with the recognition of three major phases in the way that we construct observations and consensual understandings.

First Phase science considered learning as a matter of observing phenomena which are understood to be independent of the observer. In other words, an observers seeing an apple falling from a tree in ancient Athens, Greece in 500 BC, will report the same phenomenon as an observer seeing an apple falling from a tree in New York, today. It was a science deliberately focused on "objectivity" as opposed to "subjectivity." Classical Newtonian physics represents this First Phase science. This science has been dominating the discourse, including policy science, for many generations because of its objectivity and the collection of observer-independent data or facts.

Second Phase science considers learning to be shaped by an interaction between an observer and the entity being observed. Anthropologists understand this, as do business managers. The quality of observation is impacted by the presence of an observer within a community, such as the presence of a boss within the staff break room. In medicine, interactions with clinical staff in clinical environments can impact patient responses, including blood pressure. This is called the "white coat phenomenon." In the physical sciences also, quantum physics recognizes that the observer's perspective impacts the way that fundamental states are understood. For example, one cannot observe the velocity and the position of a particle at the same time. The Newtonian approach to understanding an unfamiliar river works only in First Phase science phenomena, such as apples falling from trees.

In hindsight it may seem that the leap to recognizing Third Phase science might have been a small step. When a scientist in any discipline makes an observation, that observation is subject to the review of peers within that science – yet the view is not concurrently subjected to the review of scientists in other fields. Why not? The reason is sciences evolve to advance their discipline's understanding of the world, and this view tends to converge upon the beliefs, tools, and prior understandings accumulated into that specific science discipline. Sciences become silos – they become specialized for viewing the world in accordance with the discipline that they view the world. What happens when a phenomenon transcends disciplinary silos? How do we look at complex situations like global sustainability or even community infrastructure investment? The understanding of the situation changes with the lens that we use to look at it. For this reason, we have come into an age of Third Phase science. As a global community we are learning how to learn together. This phase of science is not a matter of contesting which view is right and which view is wrong. It is a matter of merging understandings at elemental observations and constructing a new understanding which embraces a larger view of the way that the world should operate as a visionary anticipation.

The future is an unfamiliar river the flows through time. When we step into this river, we must step into it together. If we do not use a Third Phase science form of dialogue, we will not construct a visionary sustainable future that will exist for us all. So Third Phase science is focused on enabling observers to construct superior observations collectively and democratically by employing the science of dialogue.

To review the original experiments for the development of the science of dialogue visit:

<http://leregardcretois.blogspot.com/2012/02/demosophia-paradigm-as-solution.html>

## **Seven Language Patterns (Years 1970-1989) :**

- (1) Elemental observation,**
- (2) *Problematique*,**
- (3) Influence tree pattern,**
- (4) Options field pattern,**
- (5) Options profile/scenario pattern,**
- (6) Superposition pattern, and**
- (7) Action plan pattern**

**The meaning assigned to Axioms in the DDS is the equivalent of the meaning of Postulates assigned by Warfield in the Domain of Science Model (DOSM):**

<http://dialogicdesignscience.wikispaces.com/file/view/DDSontoDOSM.pdf>

**The axioms belonging in the Foundation Domain are used to steer the theory (which includes the Laws of the science); the Theory Domain steers the Methodology Domain, which steers the Applications. The observations made in the Domain of Applications are fed into the Foundation Domain, namely the Axioms and the language of the science, and modify them accordingly.**

**In the case of Euclidean geometry, Euclid was playing in the sand of the Aegean sea, when he discovered his geometry. He conjectured four axioms, such as you can draw from a point only one parallel line to another line. Euclid was able to deduce from these four axioms all the laws and theorems of his geometry. The**



**Euclidean geometry was very instrumental for the discovery of classical (Newtonian) mechanics in the 18th century; it became irrelevant, however, for relativistic mechanics and the General Theory of Relativity (GTR) invented by Einstein in the 20th century. GTR was founded on the axioms of Riemannian geometry, and not the axioms of the Euclidean geometry. All geometries are axiomatic, and so is the Archanesian geometry of Dialogic Design Science.**

**The graphic language patterns of the Archanesian geometry, shown below, are used by the stakeholders in Co-Laboratories of Democracy to construct translatable graphics relevant to their specific social system designing situation:**

Image of Steps in Each Stage of Inquiry

=

Some Graphic Patterns of the Observation Types of the Archanesian Geometry are shown below:

Definitions of Observation Types

- Trends & Contingencies 
- Scenarios 
- Action Options 
- Alternative Futures 
- Decision Rules 
- Implementation Plan 

=

**Seven Dialogue Laws (Development Years 1995 - 2006):**

Requisite:

- (1) Variety (Ashby),
- (2) Parsimony (Miller),
- (3) Saliency (Boulding),
- (4) Meaning and Wisdom (Peirce),
- (5) Authenticity and Autonomy (Tsivacou),
- (6) Evolutionary Learning (Dye),
- (7) Action (Laouris)

Seven Laws

**The application of Dialogic Design Science requires Facilitators of Structured Dialogue to strictly comply with 7 Laws.**

**Law of Requisite Variety**

*See also [The Law of Requisite Variety](#).*

**The Law of Requisite Variety demands that an appreciation of the diversity of perspectives and stakeholders is essential in managing complex situations. The Law of Requisite Variety is attributed to [William Ross Ashby](#).**

**Law of Requisite Parsimony**

**The Law of Requisite Parsimony states that structured dialogue is needed to avoid the cognitive overload of stakeholder/designers. The Law of Requisite Parsimony is attributed to [George Miller](#) and [John Warfield](#).**

**Law of Requisite Saliency**

**The Law of Requisite Saliency states that the relative saliency of**

observations can only be understood through comparisons within an organized set of observations. The Law of Requisite Saliency is attributed to [Kenneth Boulding](#).

### **Law of Requisite Meaning**

The Law of Requisite Meaning states that meaning and wisdom are produced in a dialogue only when observers search for relationships of similarity, priority, influence, etc, within a set of observations. The Law of Requisite Meaning is attributed to [Charles Sanders Peirce](#).

### **Law of Requisite Autonomy and Authenticity**

The Law of Requisite Autonomy and Authenticity in distinction-making demands that during the dialogue it is necessary to protect the autonomy and authenticity of each observer in drawing distinctions. The Law of Requisite Autonomy and Authenticity is attributed to Ioanna Tsivacou [8].

### **Law of Requisite Evolution of Observations**

The Law of Requisite Evolution of Observations states that learning occurs in a dialogue as the observers search for influence relationships among members of a set of observations. The Law of Requisite Evolution of Observations is attributed to Kevin Dye[9]

### **Law of Requisite Action**

The Law Requisite Action predicts that any action plans to reform complex social systems designed without the authentic and true engagement of those whose futures will be influenced by the change are bound to fail. The Law of Requisite Action is

attributed to Yiannis Laouris[[10](#)]

## **Referential Transparency between the Axioms and the Laws**

**There has been considerable discussion among the members of the community of practitioners and theoreticians of DDS regarding the relationships between the axioms and the laws of the science. In an effort to clarify these relationships in the context of the Domain of Science Model (DOSM) and the Referential Transparency article:**

<http://dialogicdesignscience.wikispaces.com/file/view/DDSontoDOSM.pdf>

**we will make more explicit the connections between the axioms and laws in the section below:**

- **The Complexity Axiom: Social systems designing is a multi-dimensional challenge. It demands that observational variety be respected when engaging observers/stakeholders in dialogue, while making sure that their cognitive limitations are not violated in the effort to strive for comprehensiveness (John Warfield).**
- ***The two Laws deduced from this Axiom are Requisite Variety.***

*and Requisite Parsimony. Significant evidence gathered in the Arena over a period of forty years indicates that these two laws are also supportive of this axiom. This evidence is reported for the first time in a paper authored by Warfield and Christakis in 1987:*

- **John N. Warfield, and Christakis, A.N. "Dimensionality," Systems Research 4, pp. 127–137;**
- **The Engagement Axiom: Designing social systems, such as health care, education, cities, communities, without the authentic engagement of the stakeholders is unethical, and results in inferior plans that are not implementable (Hasan Ozbekhan).**
- ***The Laws of Requisite Authenticity and Autonomy, and of Requisite Action are deduced from and are supportive of this Axiom.***
- **The Investment Axiom: Stakeholders engaged in designing their own social systems must make personal investments of trust, committed faith, or sincere hope, in order to be effective in discovering shared understanding and collaborative solutions (Tom Flanagan).**
- ***The Law of Requisite Authenticity and Autonomy, Requisite Saliency, and Requisite Parsimony are deduced from and are supportive of this Axiom.***

- **The Logic Axiom:** Appreciation of distinctions and complementarities among inductive, deductive and retroductive logics is essential for a futures-creative understanding of the human being. Retroductive logic makes provision for leaps of imagination as part of value-and emotion-laden inquiries by a variety of stakeholders (Norma Romm).
- *The Laws of Requisite Saliency, Requisite Meaning and Wisdom, and Requisite Evolution of Observations are deduced from and are supportive of this Axiom.*
- **The Epistemological Axiom:** A comprehensive science of the human being should inquire about human life in its totality of thinking, wanting, telling, and feeling, like the indigenous people and the ancient Athenians were capable of doing. It should not be dominated by the traditional Western epistemology that reduced science to only intellectual dimensions (LaDonna Harris and Reynaldo Trevino).
- *The Laws of Requisite Authenticity and Autonomy, and Requisite Evolution of Observations are deduced from and are supportive of this Axiom.*
- **The Boundary-Spanning Axiom:** Stakeholders are

empowered to act beyond borders to design symbiotic social systems that enable people from all walks of life to bond across possible cultural, religious, racialized, and disciplinary barriers and boundaries, as part of an enrichment of their repertoires for seeing, feeling and acting (Ioanna Tsivacou and Norma Romm).

- *The Laws of Requisite Authenticity and Autonomy and Requisite Action are supportive of this Axiom.*
  
- **The Reconciliation of Power Axiom:** Social system design aims to reconcile individual and institutional power relations that are persistent and embedded in every group of stakeholders and their concerns, by honoring Requisite Variety of distinctions and perspectives as manifested in the Arena." (Peter Jones).
  
- *The Laws of Requisite Authenticity and Autonomy, Requisite Evolution of Observations, and Requisite Variety are supportive of this Axiom.*



## Here are some Links for more information:

Agoras Institute Board members, Alexander N. Christakis and Maria Kakoulaki, are in the process during 2016, of installing in the city of Heraklion, Crete, a capability called Dmoscopio, which is dedicated to the practice of participative democracy as described in the link below:

<http://translate.google.com/translate?u=http%3A%2F%2Fwww.leregardcretois.blogspot.gr%2F2016%2F01%2Fblog-post.html&langpair=auto%7cen&hl=en>

## The Institute for 21st Century Agoras:

[www.globalagoras.org](http://www.globalagoras.org)

CWA Ltd, Dialogic Design Consultancy:  
[www.cwaltd.wikifoundry.com](http://www.cwaltd.wikifoundry.com)

## Democratic [R]evolution:

<http://leregardcretois.blogspot.com/>

<http://leregardcretois.blogspot.com/2013/03/is-democracy-in-crisis-q-with-ted-ebook.html#more>

Americans for Indian Opportunity:  
[www.aio.org](http://www.aio.org)

## SoCo Design Studio

<http://socodesign.wetpaint.com/>

## Future Worlds Center:

[http://www.futureworldscenter.org/website/index.php?option=com\\_content&view=article&id=12&Itemid=13&lang=en](http://www.futureworldscenter.org/website/index.php?option=com_content&view=article&id=12&Itemid=13&lang=en)

**To learn about opportunities for training visit:**

<http://sddtraining2013.wikispaces.com/home>

<http://www.sddp-international.org/>

<http://sddinternationalschool.wikispaces.com/>

**To learn about the Cogniscope software please visit:**

<http://www.globalagoras.org/what-we-do/agoras-process/structured-dialogic-design-software>

[Archetype Matrix v1.4.pdf](#)

- [Details](#)
- [Download](#)
- 150 KB

**This taxonomy matrix is offered as a platform to aid the practitioners in designing and conducting laboratories of democracy. We recognize that each application is unique and will require appropriate accommodations, but the Archetypes provide a good starting point in terms of discussions with the sponsor and converging on such questions as framing the triggering question, agreeing on time horizon and deliverables of the project, and the like. For an elaboration of the different Archetypes it is advisable to read the descriptions and examples provided in:**

<http://dialogicdesignscience.wikispaces.com/Co-Laboratory+%28f2f%29>

**This taxonomy is primarily based on 20 years of applications in the Arena with clients of CWA Ltd ([www.CWALtd.wikifoundry.com](http://www.CWALtd.wikifoundry.com)). The primary criterion for determining the appropriate Archetype for an application is the determination by the Dialogue Design Team (DDT) of the intentionality of the sponsor/client.**

## **OTHER CONTRIBUTIONS**

**Please feel free to enter in the discussion tab of this page any comments or questions that cannot be categorized within the context of the Domain Of Science Model (DOSM) Typology of Professor John N. Warfield.**

Thank you very much for your participation and contributions to the evolution of the science of Dialogic Design.

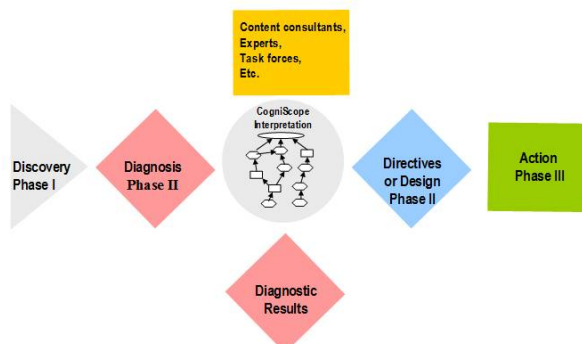
## Three Application Time Phases (Development Years 1989 –2001):

(I) Discovery Phase,

(II) Designing Phase (Diagnosis and Directives of Design), and

(III) Action Phase.

### THE Three Phases of SDD:



## Key Role Distinctions (Development Years 1982-2002)

**(1) The Context – Design Management Team,**

**(2) The Content – Stakeholder/Designers, and**

**(3) The Process – SDD Facilitation Team**

### Understanding Roles in an SDD Process Application

Understanding your involvement in a problem solving situation is critical for its success. The Structured Dialogic Design (SDD) practitioner is an expert in the theory and practice of the Dialogic Design Science. However, he/she is not to be the problem definition and solutions content expert, or the designer of the solutions. Knowing how to distinguish between process and content expertise as a facilitator is what will make you a successful SDD practitioner.

To better help you understand the SDD practitioner roles, let's explore these roles under the following three key Role dimensions: Context, content, and process.

<b>Dimension</b>	<b>Domain</b>	<b>Explanation</b>
<b>The Context:</b> The design situation, what are potential causes for a problem and all surrounding aspects of it. Who are the players (stakeholders, the owner of the problem, whose accountability is it).	Client and SDD practitioners. Here is where a dance, between content and process expertise will take place between the SDD practitioner and the client, the owner of the problem.	The context is what will drive the problem resolution. It is a broad picture of an issue, which will eventually be defined as a “system of problems” or problematique. The SDD practitioner has some knowledge about the type of problem being discussed, and understands about the nature of complex problems. Understands complexity, and will help the client visualize the problem in its contextual situation. Will work with the client in formulating a problem solving question (triggering question). This question is extremely important, because it will guide all the activities prescribed by the SDD process. The triggering question will help the client select who are the stakeholders.

**The Process:** This is where the SDD practioner exhibits his/her expertise.

This is the exclusive domain of the SDD practioner.

A successful SDD practioner would know the process very well, and will know when the process application is appropriate. The SDD practioner knows what are the process non-negotiable aspects and why they are non-negotiable.

**The Content:** If the problem has been described as a complex, wicked problem, then it is a STAKEHOLDER dependent situation.

The content for resolving the problem is a stakeholder prerogative.

A SDD practioner, in his/her facilitator role is never to interfere or interject with participant's perspectives. This is the exclusive domain of the client and the client's stakeholders. The SDD practioner will only facilitate the content dialogue by emplying the science of Dialogic Design.

|| *Stakeholders*

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|| Report

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5th International SDD Training Workshop will be in Cyprus, May 2-8, 2015 For information visit the [2015 International Conference page](#). For comprehensive information about previous International SDD Schools visit the [International Schools of Structured Dialogic Design Website](#).

**Some other training materials and opportunities:**

**Training wiki with the Lansing Community College in Michigan:**

<http://lcctraining.wikispaces.com/Home>



**The Situational Complexity Index (SCI) is**

**derived by using the formula:  $SCI =$**

**$\frac{DK(N-7)}{R(R-1)}$ , where  $D = (V-5)/(N-5)$ , and  $N =$   
**Total number of observations by M observers**  $V =$  **Number**  
**of observations with 1 or more votes**  $K =$  **Number of**  
**distinct influence connections among the observations**  
**displayed in the "Influence Tree" among a subset of**  
**observations**  $R =$  **Number of observations included in the**  
**Influence Tree**  $D =$  **Divergence or "spreadthink" of**  
**importance voting by the M observers**  $7 =$  **The Miller magic**  
**number of "7 +/- 2"**  $5 =$  **The Warfield "spreadthink"**  
**number** The largest SCI observed in forty years of**

applications is equal to 55, the minimum is 9, and the average is 34 (For more details See Table 25.1 of the book by Christakis with Bausch "*How People Harvest their Collective Wisdom and Power.*") It has been conjectured that the SCI for the citizens of Athens deliberating in their ancient Athenian Agora was approximately equal to 3. Comparing the Athenian SCI to the average SCI of issues confronting citizens in the contemporary Agoras of the global village, we see that we are dealing today with issues at least ten times more complicated. This is why we need to apply **Dialogic Design Science** to make progress in resolving complex contemporary issues in Co-Laboratories of democracy, which is the mission of The Institute for 21st Century Agoras ([www.globalagoras.org](http://www.globalagoras.org)).

## **A Theory of Change suggested by Dr. Thomas Flanagan for consideration:**

**This page is linked to and is an extension of the principle of referential transparency promoted by Warfield in the DOSM. Below is a “straw man” intended for the practice of jousting. This is also not a statement about a singular theory of change, but rather about inviting us as a community to be explicit with respect to a Theory of Change in the context of DDS.**

**Cheers**

**t**

**Structured dialogue – as an application of authentically democratic design and decision-making – can be applied to a range of situations and can result in a range of valued outcomes. The institutional and individual investment in creating a structured dialogue must be supported through some theory of change which the dialogue is capable of enabling in specific contexts. The Corpus of DDS reviewed so far in this wiki does not speak directly to theories of change at this time. Addressing this theoretical information gap in DDS can help practitioners in the Arena communicate the value of DDS in ways that will open opportunities to expand the use of DDS and grow the science.**

**I. A Theory of Change through Learning (psychological).  
Problematique**

**Change through learning on the individual level: trust, confidence, collaboration**

**Change through learning on the group level: situational awareness, consensus root causes**

**II. A Theory of Change through Democratic Social Interaction (sociological). Pathfinding**

**Change through authentic sharing on the individual level: cohesive interdependence**

**Change through authentic sharing on the group level: shared pathways**

**III. A Theory of Change through Planning (engineering): Scenario Construction & Futures Creation**

**Change through developing action scenarios: strategies**

**Change through developing consensus for idealized futures: alignment**

**IV. A Theory of Change through Linked Cosmologies (theological): Reconnaissance**

**Change through the emergence of a new community story: narrative management**

**Theories of change are not mutually exclusive, and may happen to enhance each other. For example, individual and group learning may lead to changes which enhance authentic sharing at the individual and group level, and these changes may enhance capacities for meaningful scenario construction and futures creation, all of which may contribute to the emergence of new cosmologies. At the same time, theories of change can act independently, and a reconnaissance engagement might lead to**

**the emergence of a new story which in and of itself links individual cosmologies and enables the emergence of community identities.**

**A short video describing the Demoscopio capability:**

<https://www.youtube.com/watch?v=BCMm7xDnpkI>

**A Keynote talk at the Symposium on "Relating Systems Thinking to Design," at OCAD University in Toronto, Canada, on October 14, 2016, titled "Demoscopio Culture: Citizen's and Societal Conscious [R]evolution:**

<https://vimeo.com/189999777>

**Also see posting of pictures from the conference and a video of the lecture at the link:**

<http://leregardcretois.blogspot.com/2017/02/rsd5-talk-for-demoscopio-culture-in.html>

**A lecture by Maria Kakoulaki at the computer science department of the University of Crete with the title "Heraklio Demosopio: Co-creation for Innovation with Dialogue," delivered on December 7, 2016:**

<https://www.youtube.com/watch?v=qvoF7rQIcSE>

**The new (January 26, 2016) Edition of a video focusing on the Israeli-Palestinian conflict, and the Turkish-Cypriots/Greek-Cypriots conflict, produced by Maria Kakoulaki and titled "Dialogue beyond borders:"**

<https://www.youtube.com/watch?v=SKwXw6hFpAA>

The unique characteristic of this video is that it avoids the interference of the journalistic perspective with the authentic voices of the oppressed people of these regions.

**Two videos from laboratories of democracy with young people from all over Europe, organized by the Future Worlds Center of Cyprus, and funded by the European Union, on the theme of reinventing democracy in the digital age (the first in English and the second in Greek):**

<http://www.youtube.com/watch?v=TWsjky3i9g4>

<http://www.youtube.com/watch?v=VzYdNavua88>

**A video produced by Maria Kakoulaki for Channel 4 of Krete TV after an interview with Aleco Christakis in June 2012, discussing the rationale for the development of the laboratories of democracy approach (in Greek):**

[http://leregardcretois.blogspot.gr/2012/06/blog-post\\_19.html#more](http://leregardcretois.blogspot.gr/2012/06/blog-post_19.html#more)

**A training video:**

<http://lcctraining.wikispaces.com/Training>

**Interview by Jeff Diedrich of Aleco Christakis focusing on the Universal Design for Learning project of the Michigan's Integrated Technology Supports (MITS):**

<http://video.google.com/videoplay?docid=735876937071527667>

**The Israeli/Palestinian coexistence video presentation is available in:**

<http://www.youtube.com/watch?v=E7NSjhZno80>

**Bringing down the Cyprus Wall video:**

<http://www.youtube.com/watch?v=K1VJFGPdAW4>

**Nicholas A. Christakis TED video on social networks:**

[http://www.ted.com/talks/nicholas\\_christakis\\_the\\_hidden\\_influence\\_of\\_social\\_networks.html?awesm=on.ted.com\\_8JEH&utm\\_campaign=nicholas\\_christakis\\_the\\_hidden\\_influence\\_of\\_social\\_networks&utm\\_medium=on.ted.com-twitter&utm\\_source=direct-on.ted.com&utm\\_content=tod.com-talkpage](http://www.ted.com/talks/nicholas_christakis_the_hidden_influence_of_social_networks.html?awesm=on.ted.com_8JEH&utm_campaign=nicholas_christakis_the_hidden_influence_of_social_networks&utm_medium=on.ted.com-twitter&utm_source=direct-on.ted.com&utm_content=tod.com-talkpage)

**A blast from the past:**

<http://www.youtube.com/watch?v=32Vf6SKlO8Y>

<http://www.youtube.com/watch?v=5iLxijc4jK8>

**A MESSAGE TO COLLEAGUES REGARDING THREE VIDEOS SPANNING THREE DECADES OF APPLICATIONS OF THE SCIENCE:**

Dear Colleagues;

Today I had the opportunity to go back and watch a video from my younger days as the Director of the Center for Interactive Management (CIM) at George Mason University, when I was a partner of John Warfield, and we were doing the early phases of the evolution of the science of dialogue and generic design. This visit triggered in my mind the idea for sharing with you three short videos spanning three decades of history. These are:

1) The first video produced in **1987** by Professor Ben Broome at the Center for Interactive Management at GMU, describes the design of an American government agency, the **National Marine Fisheries Service (NMFS)**, with the engagement of its stakeholders:

**A blast from the past:**

<http://www.youtube.com/watch?v=32Vf6SKIO8Y>

<http://www.youtube.com/watch?v=5iLxijc4jK8>

You will appreciate in this early application the sensitivity and appreciation by the team of workshop participants of the importance of engaging stakeholders in designing their social systems, especially in the testimony by the Director of the agency Mr. Ted Gordon.

2) The second video was produced in **2010**, in the context of the **Act Beyond Borders** project, by Jeff Diedrich following the completion of a Futures-Creative Archetype application of three laboratories with the engagement of a group consisting of 12 Palestinians and 13 Israelis. They spent one week in Larnaka, Cyprus, co-designing a symbiotic future for their people:

<https://www.youtube.com/watch?v=E7NSjhZno80>

In this video you will see the **Visionary Tree** of a symbiosis of Palestinians and Israelis as conceptualised by the participants, as well as the barriers that they must overcome to approximate their idealisation.

3) The third video is a documentary titled "**Dialogue beyond borders.**" It was produced in



January **2016**, by Maria Kakoulaki, after spending six months talking to Turkish and Greek Cypriots on the island of Cyprus, and also Palestinians and Israelis who participated in the Act Beyond Borders project mentioned above:

<https://www.youtube.com/watch?v=SKwXw6hFpAA>

The documentary presents the perspectives of the people she interviewed regarding the dimensions of Conflict. Borders, Stereotypes, Symbiosis, Dialogue, and Hope for peace and reconciliation.

I thought you might find it interesting to watch in these three videos displaying aspects of almost three decades of the evolution of the science of dialogic design. I remain optimistic that the paradigm shift to the application of the science of dialogue will prevail in the long run, given that it took 300 years for the Catholic church to accept the heliocentric explanation of the planetary system as compared to the geocentric.

Any sharing of comments or feedback will be appreciated.

All my BEST,aleco

## **View Wiki Webpages for examples of a virtual co-laboratory's**

**1. Obama vision of Bottom- up democracy with participants spread all over the planet visit:**

[www.obamavision.wikispaces.com](http://www.obamavision.wikispaces.com)

**2. Hybrid mixed presence, i.e., both f2f and virtual via the Internet, co-laboratory focusing on Michigan's Integrated Mathematics Initiative visit:**

<http://mimi2010.wikispaces.com/>

**3. Other cases focusing on Assistive Technology are displayed in:**

<http://mits-at.wikispaces.com/>

[www.region1atproject.wikispaces.com](http://www.region1atproject.wikispaces.com)

<http://region3atproject.wikispaces.com/>

## **Read articles reporting virtual SDDPs**

**1. [Harnessing Collective Wisdom at a Fraction of the Time](#)**

**2. [Using SDDP Embedded within a Virtual Communication Context](#)**

**3. The paper at:**

[http://www.tiresias.org/cost219ter/inclusive\\_future/inclusive\\_future\\_ch7.htm](http://www.tiresias.org/cost219ter/inclusive_future/inclusive_future_ch7.htm) or  
[http://www.tiresias.org/cost219ter/inclusive\\_future/\(19\).pdf](http://www.tiresias.org/cost219ter/inclusive_future/(19).pdf)

**4. The paper at: <http://obs.obercom.pt/index.php/obs/article/download/199/165>**

