



# Dialog Mapping: We can't go on meeting like this\*

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Dr. Jeff Conklin

Director, CogNexus Institute

[cognexus.org](http://cognexus.org)

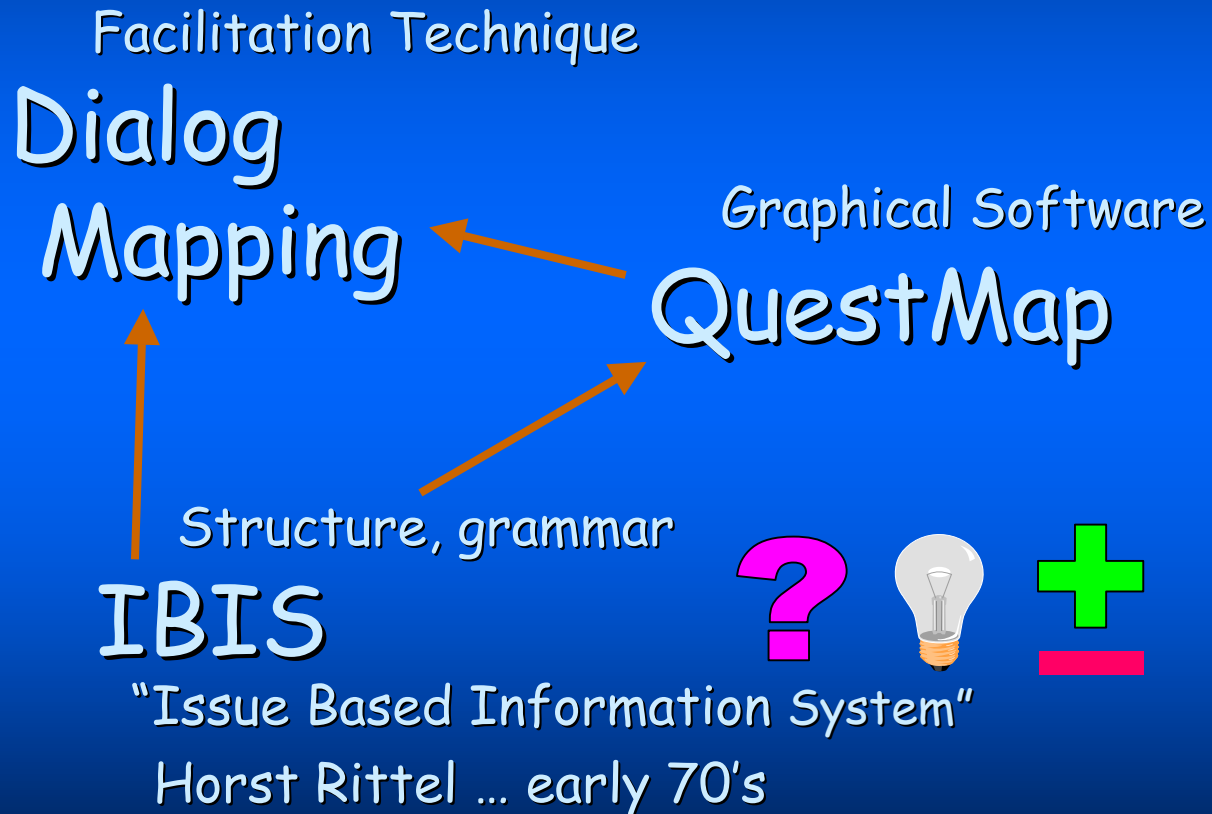
\* Thanks to Stan Rifkin



# Purpose of Dialog Mapping

- Creating meetings that are coherent and humane
- Facilitation for non-facilitators – using a shared display
- Collaborative sense-making among diverse (competing) stakeholders
- Dialog as Production: making a map of key points, issues, decisions (creates group memory)

# Three Elements of Collaborative Display



# Collaborative Display Systems

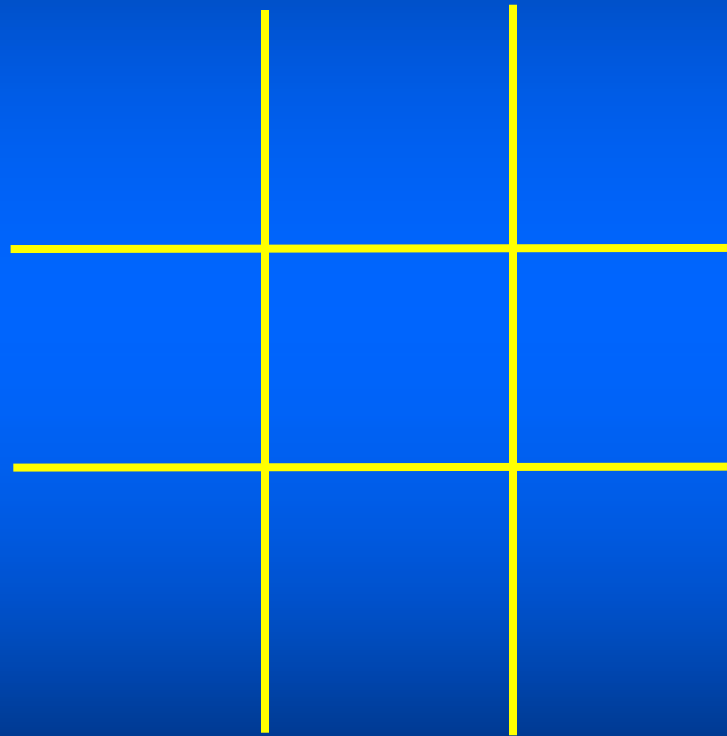
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## ■ Three elements:

- Capture: Facilitator/technographer
- Hypertext diagram in shared display
- Conceptual structure/grammar

# Collaborative Display

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# Collaborative Display

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1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16

# Collaborative Display

- Human Short Term Memory:  $7 \pm 2$

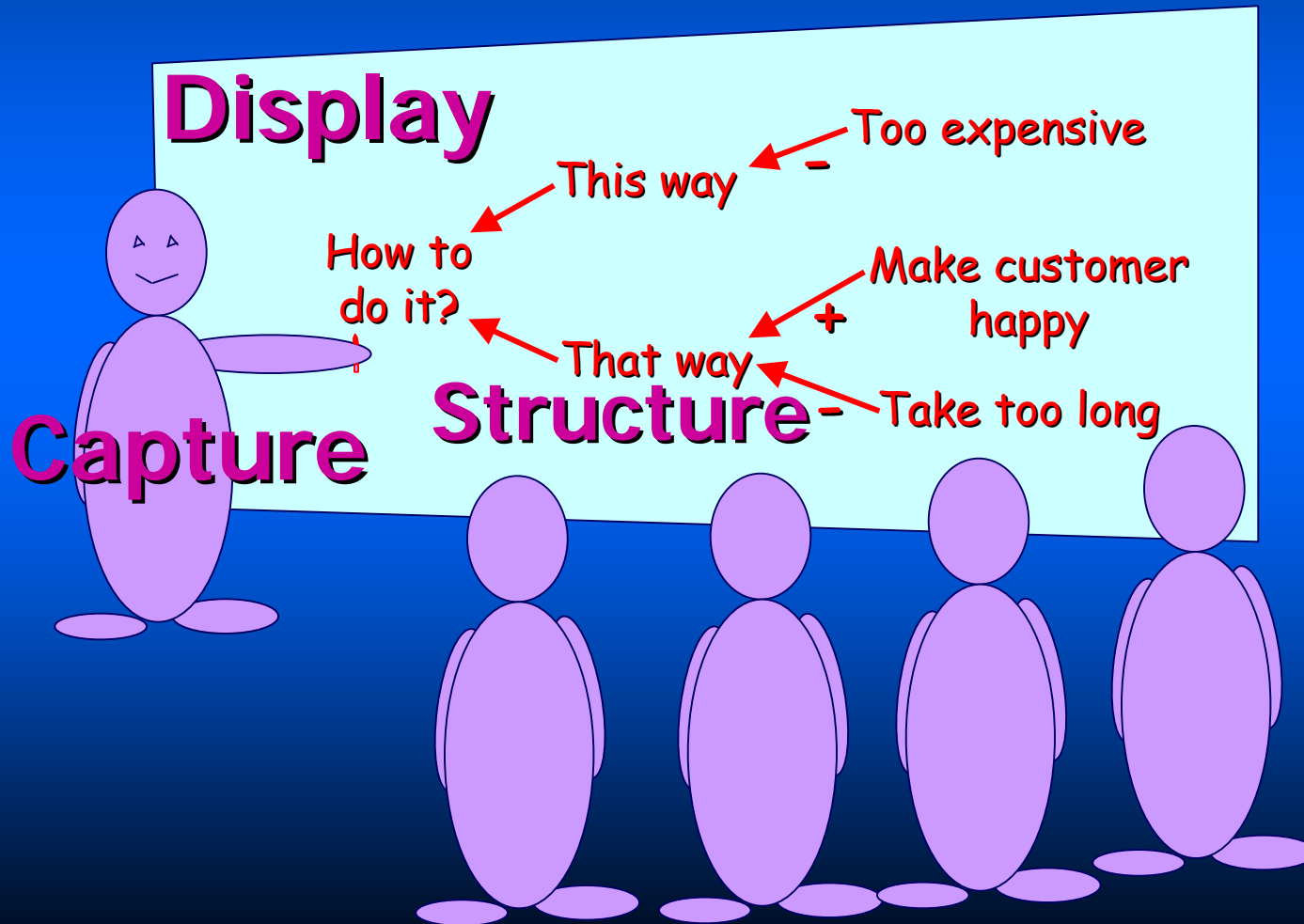


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# Dialog Mapping

Display system for the logic of conversation



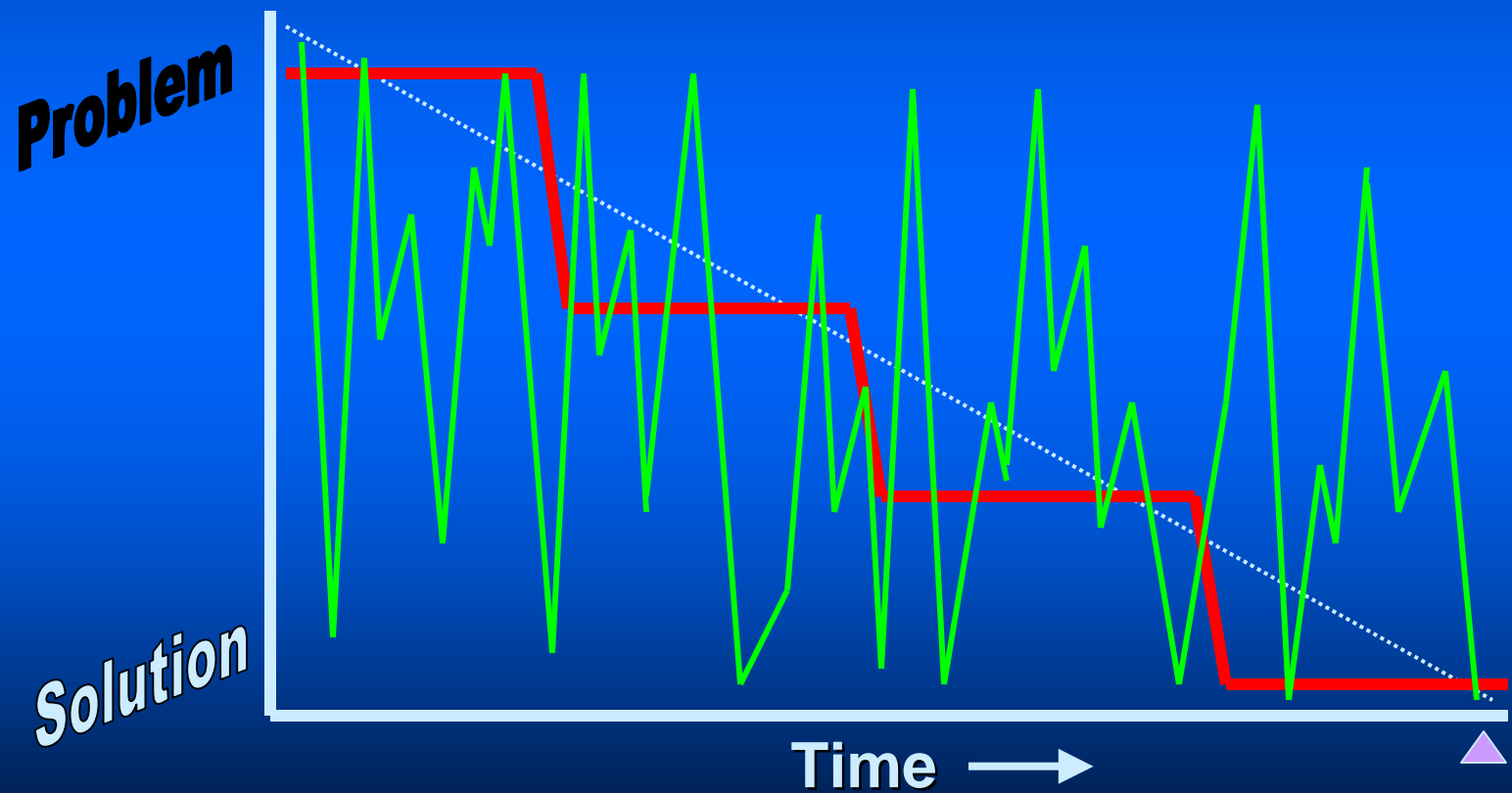


# The Deep Structure of Conversation

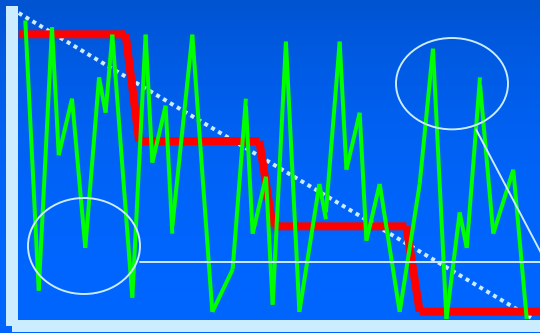
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- The basic elements of design conversations:
  - Questions
  - Possible answers (Ideas)
  - Arguments (for and against Ideas)
- Today, you will learn a new language!
- Fluency comes with practice!

# How Humans Really Approach Complex Problems



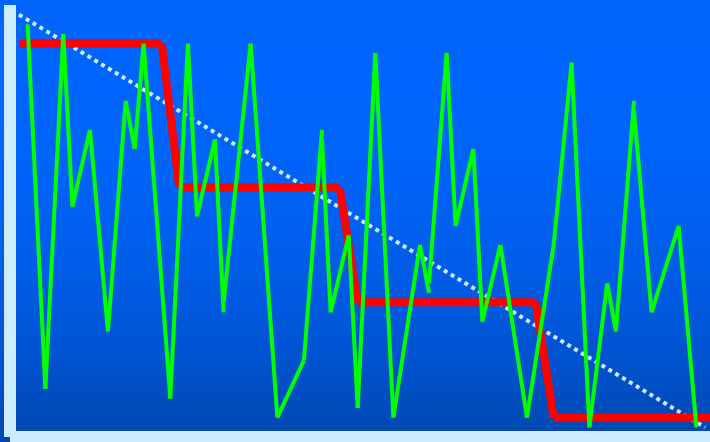
# How Humans Really Approach Complex Problems



- Problem solving is Opportunity-Driven
- Early attempts at solutions
  - Experiments
  - Prototypes
  - Hunches
- Late efforts to understand the real problem

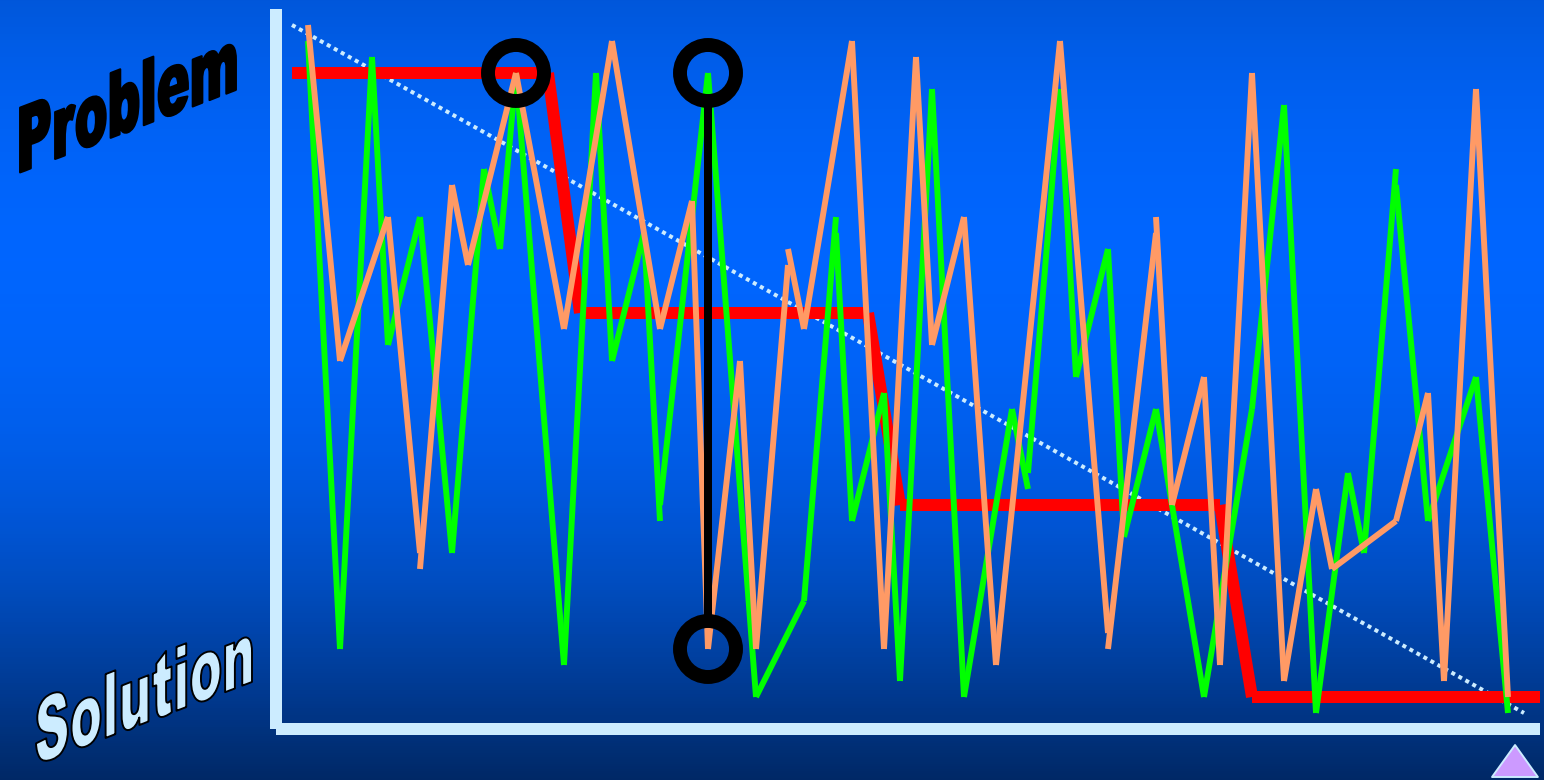
# "Wicked Problems"

## *Versus "Tame Problems"*



- You don't understand the problem 'til you have a solution
- Many stakeholders
- Changing constraints
  - \$\$, time, players
- Run out of resources

# Study: How Humans Really Work



# The Fundamentals of IBIS

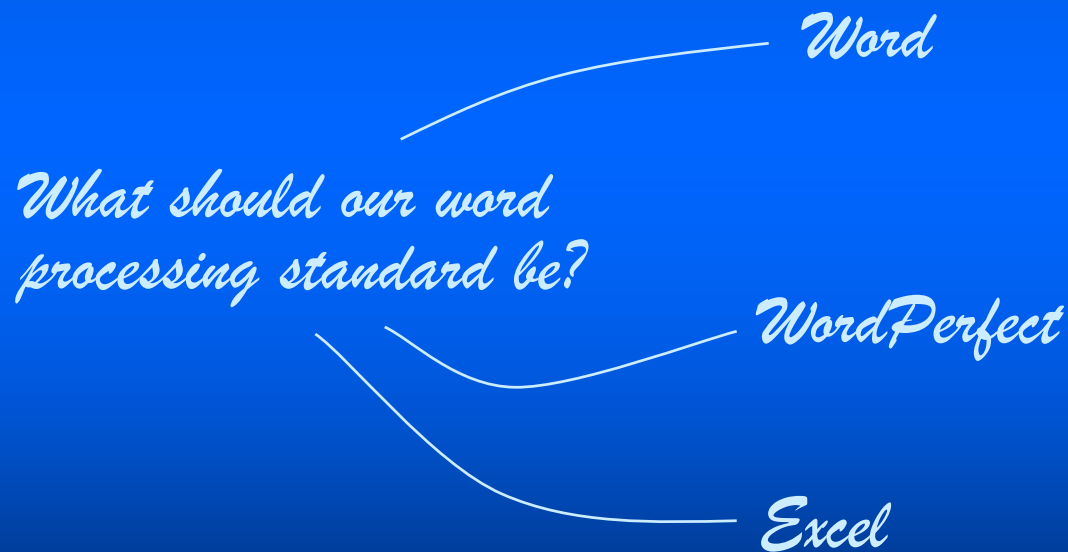
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Question: A topic or problem to be explored and answered.

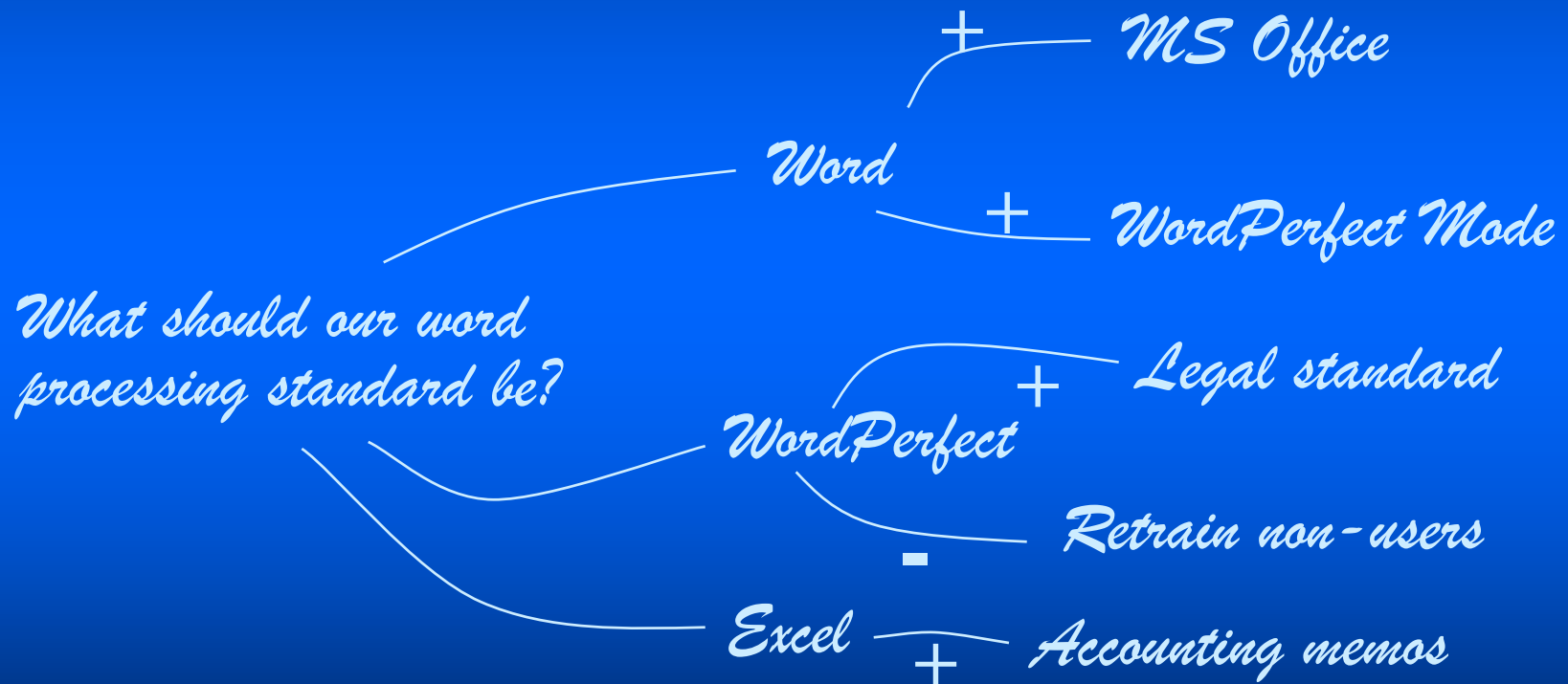
*What should our word processing standard be?*

# Idea: A possible answer or solution to the question

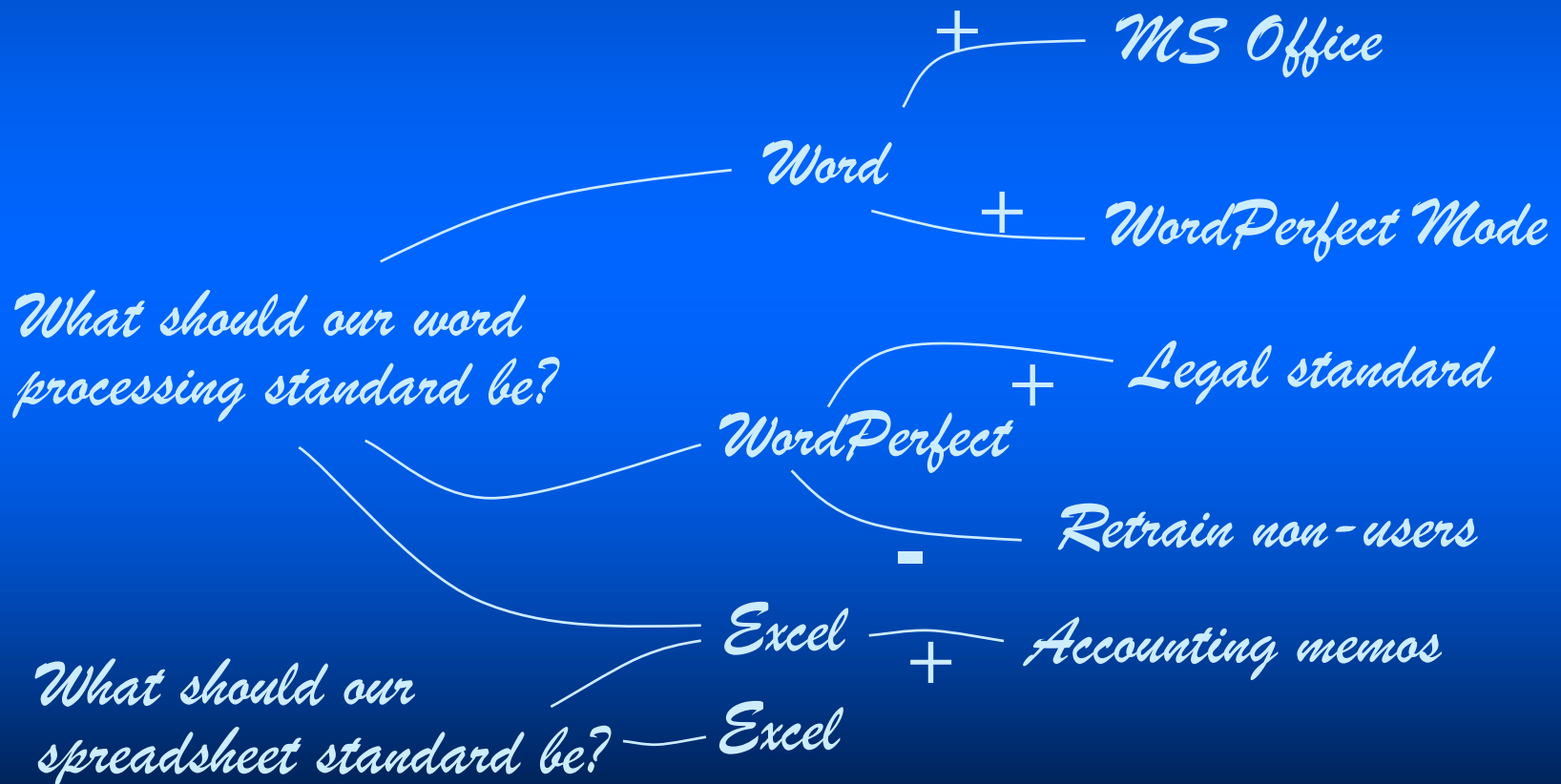
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# Argument: A statement for or against an idea (aka Pro or Con, Plus or Minus)



# Finding hidden questions



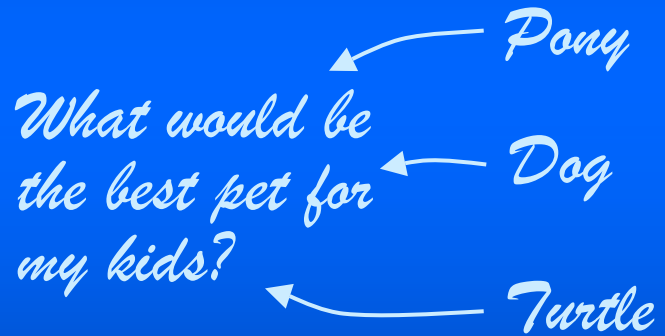
# Review: Ideas Respond-to Questions

*What would be  
the best pet for  
my kids?*

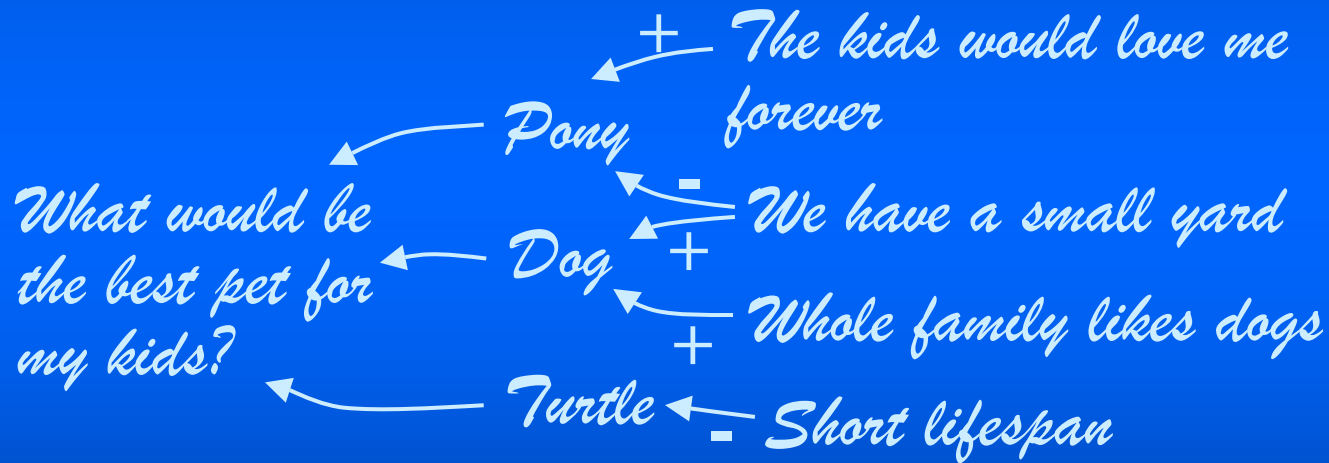
*Pony*

*Dog*

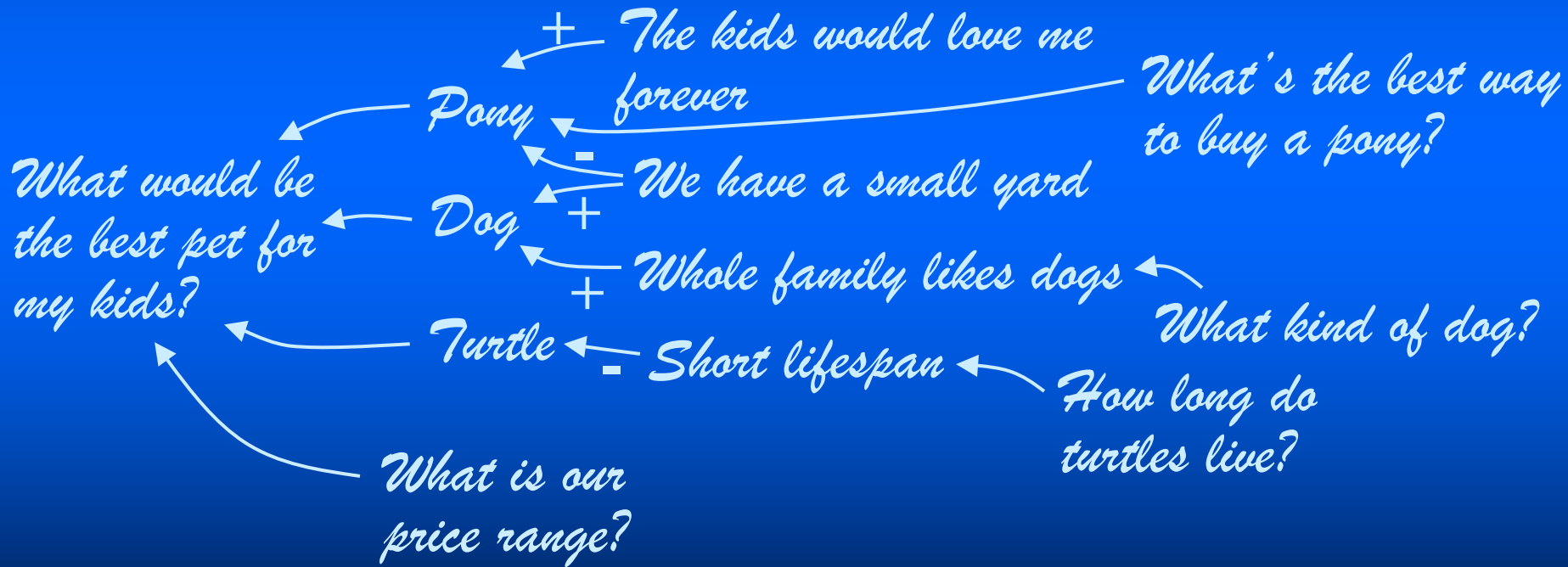
*Turtle*



# Review: Pros Support Ideas, Cons Object-to Ideas



# Review: Questions Expand-on or Challenge anything



# Written Exercises

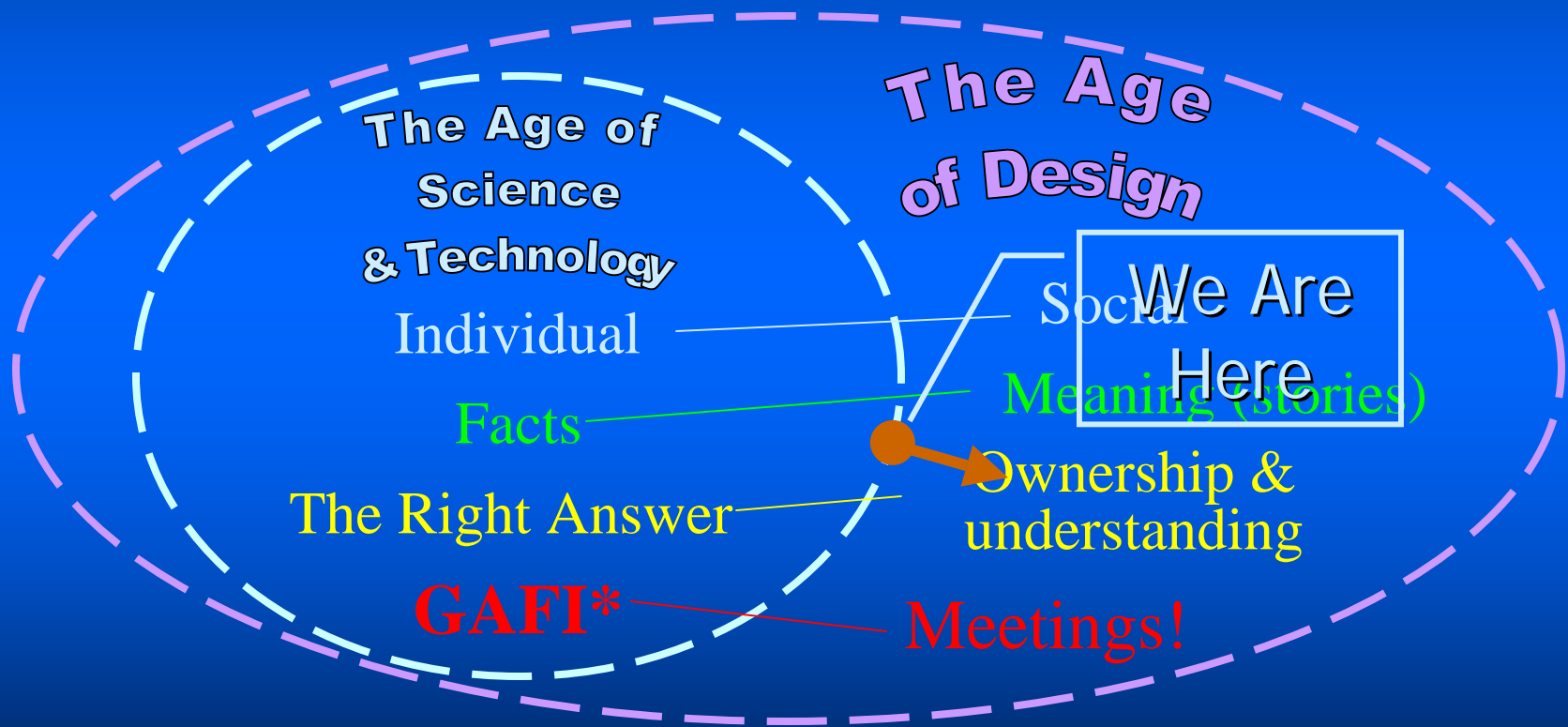
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- Lunch Location Exercise
- Saturday Night Exercise
- Scattered Meeting Exercise

# Paired Facilitation Exercise

- Pair up – Pick who is Facilitator, who is Client
- Client: Pick a serious problem you've been thinking about. Start describing it.
- Facilitator: Start writing down, in IBIS, the key elements:
  - **Questions, Ideas, Pros and Cons**
- Keep showing your map to the Client, get their OK that you're getting it right.

# How to Succeed in the New Age



\* Gather data, Analyze it, Formulate solution, Implement it

# Types of Questions

## ■ Deontic Questions

- “What should we do?”
  - What metrics should we use?
  - What should our process be?
  - What should our next product be?

## ■ Instrumental Questions

- “How should we do it?”
  - How should we measure that?
  - How should we reduce defects?
  - What is the best way to get their support?

# Types of Questions (2)

## ■ Criterial Questions

- “What are the criteria?”
  - What are the requirements for this task?
  - What are the goals of this project?

## ■ Meaning (or Conceptual) Questions

- “What does ‘X’ mean?”
  - What does “architecture” mean?
  - What does “process improvement” mean?

# Types of Questions (3)

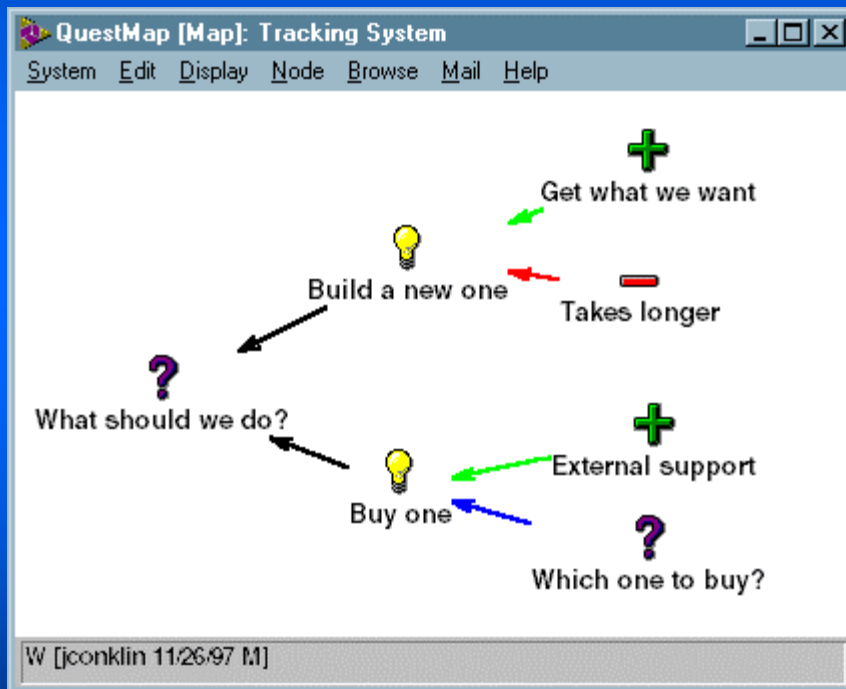
## ■ Factual Questions

- What is X? Is X true?
  - What is the current process?
  - What is the budget for that process?
  - What is the current defect rate?

## ■ Background Questions

- What is the background to this meeting?
  - What is the problem?
  - Why do you do it that way?

# QuestMap™



- Supports IBIS plus Notes, References ...
- Multi-user shared space
- No limit to size or number of maps
- Prints maps and outlines
- Windows, Win95, Win98, NT, XP

# QuestMap exercise

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# A few tips ...

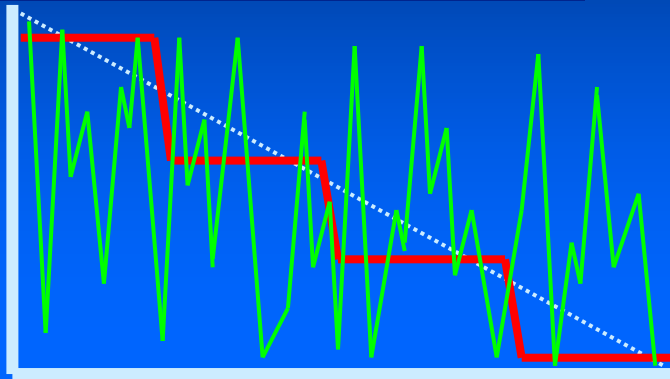
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- Seed the map before the meeting (questions)
- Write big and clear enough for everyone to see
- Split your attention between the group and the display
- Look for (hidden) questions

# Getting Started at Work

- Focus on project groups
  - Facilitate for them, or teach them to take turns doing it for each other
- Computer + Projector
  - ... or Whiteboard + Computer
- Word, QuestMap, MindJet, Inspiration...
- Capture Action Items, Open Issues
- Take turns as scribe
- Capture brainstorm (pick top 3 items)
- Summarize decisions
- Downplay Pros & Cons (only used 10%)

# Summary



- Project forces create fragmentation
- Shared understanding creates coherence

## ■ How to create *Shared Understanding*:

- Listen to and capturing Stakeholder comments
- Provide a Shared Display of the conversation

# Next Steps

- Practice! Practice! Practice!
  - Start with simple problems
  - Practice with your family and friends
  - Practice privately in meetings
- Take the 2-day Dialog Mapping Workshop
  - Facilitation skills are for everyone!
- Buy QuestMap (\$89 single user) or get free 30-day trial version
  - At CogNexus site follow links: Services & Products, Collaborative Technology

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- And read the white papers on our web site
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<http://cognexus.org>

- If you would be interested in a 1- or 2-day workshop on Dialog Mapping, please go to the “Contact Us” section of the site and sign up to be on the mailing list. Indicate your interest.