



Communication Skills

A managerial perspective

Nariman Dorafshan, 2024

Part 0.1

Session 01 Review

Introduction

Course
Introduction

Part 1
Personal Perspective

Active Listening

Better Usage of
Language

HSR

Part 2
Group Perspective

Team Working
Agreement

Part 3
Organizational
Perspective

Part 4
Cultural Perspective

Part 1.2

Better Usage of Language

An Introduction to correct use of language

برخی از دغدغه‌ها

دقت‌ورزی کم

تیرگی معنایی

چندمعنایی

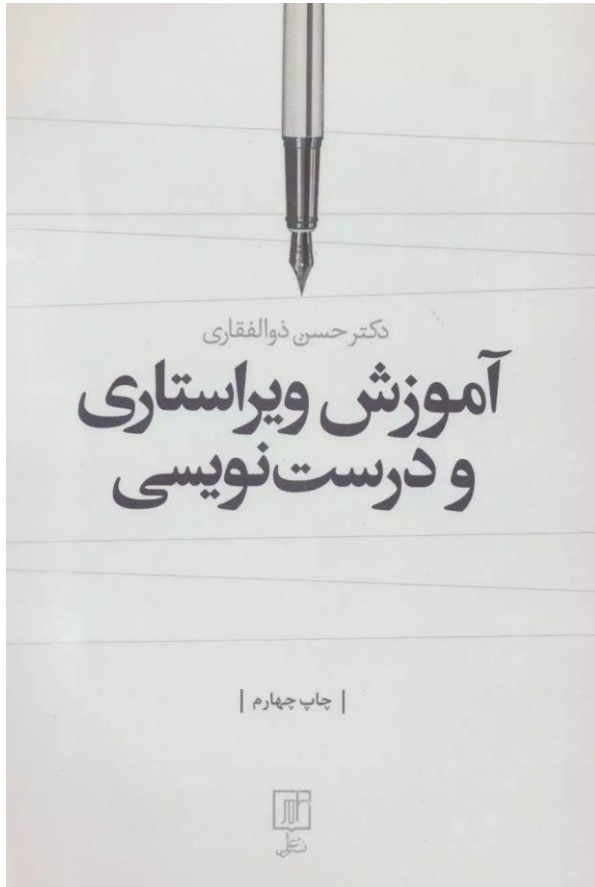
خطای منطقی

پیچیده‌گویی

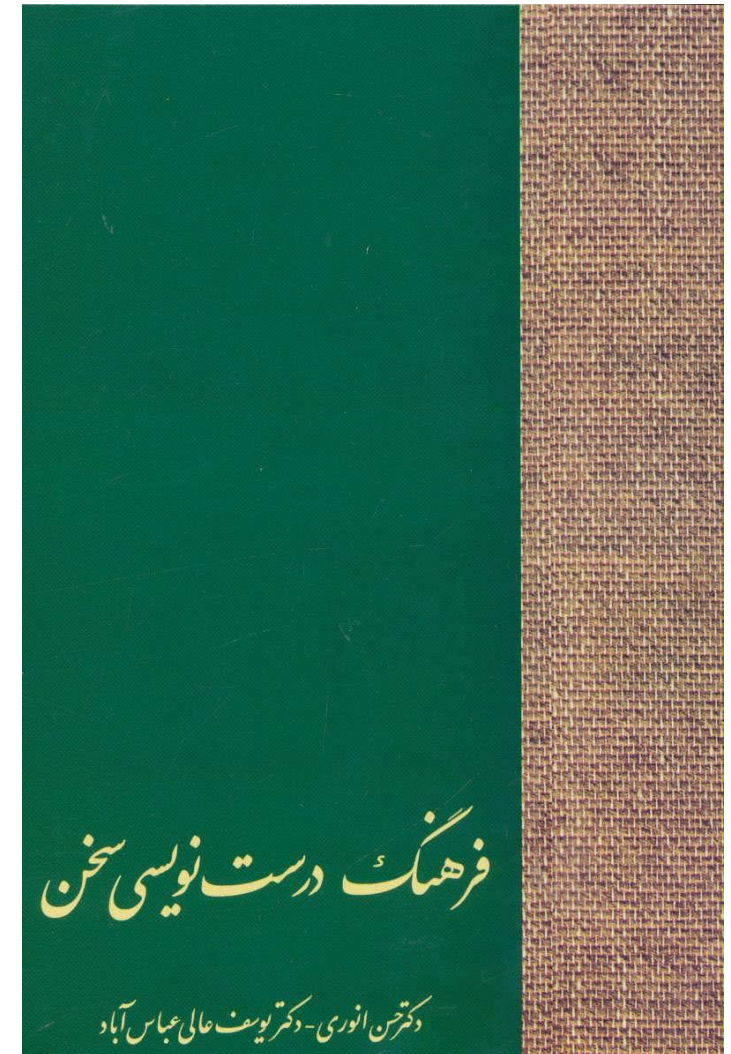
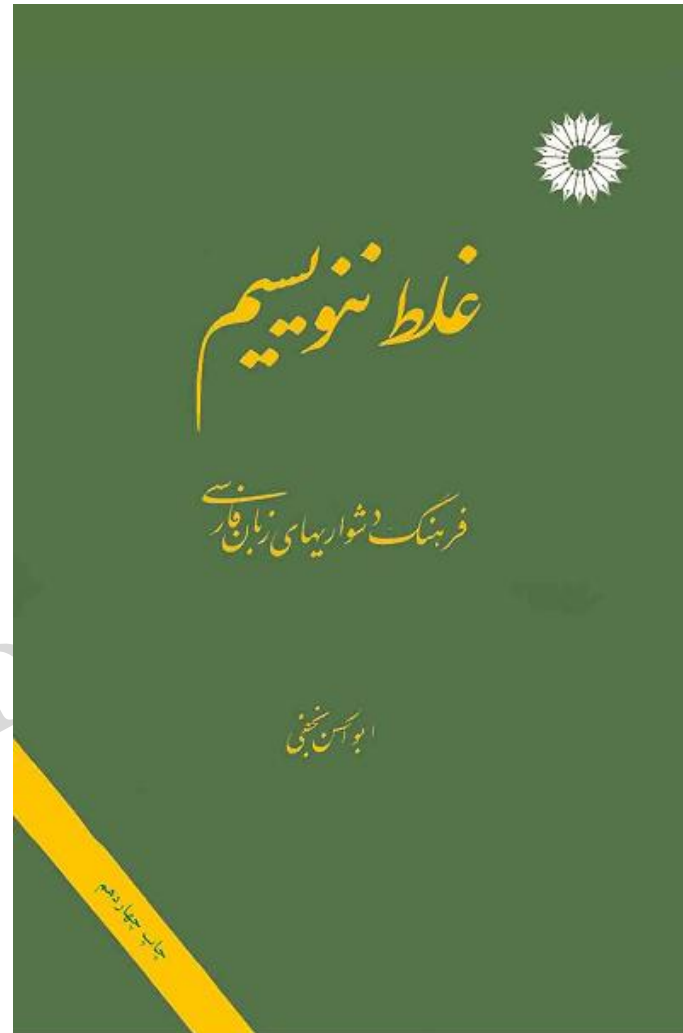
واژگان ناآشنا

می‌خواهیم پیاممان درست، گویا و شفاف باشد

درست‌نویسی فارسی



تفاوت
باغبان و گیاهشناس



دوره‌های آموزشی



موسسه ویراستاران
دوره حضوری، آنلاین، بسته آفلاین

<https://virastaran.net/>



موسسه تیزفکری
دوره آنلاین

<https://tizfekri.com/>

رساندن معنا

Vagueness ابهام

Ambiguity ابهام

کژتابی

نمی‌رساند — تیرگی معنایی

فقط همان یک معنا

خواسته

بیش از یک معنا

ناخواسته

می‌رساند

این عبارت
معنای مد نظر
گوینده را ...

رفع کثرتابی زبانی

ابهام در مرجع ضمیر

- حسن تا برادر کوچکش را دید، دکمه‌اش را بست

- او با پدر و مادر بیمارش آمد

فشرده‌گویی

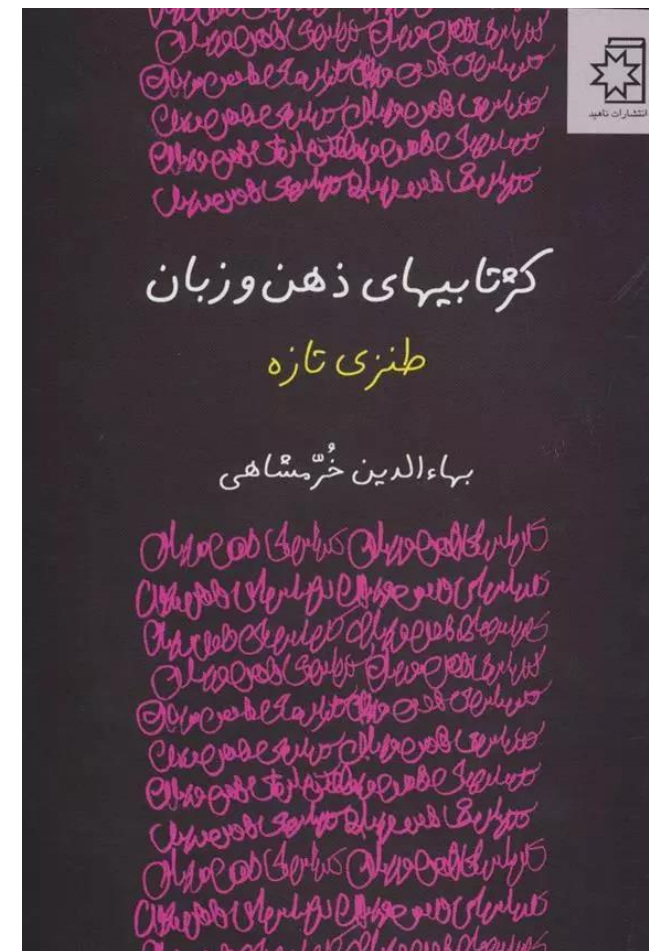
- خانم وزیر بهداشت

- زنان معاون رئیس جمهوری

- معاون زنان رئیس جمهوری

تنها + اسم

- او خود را تنها خادم ملت می‌داند

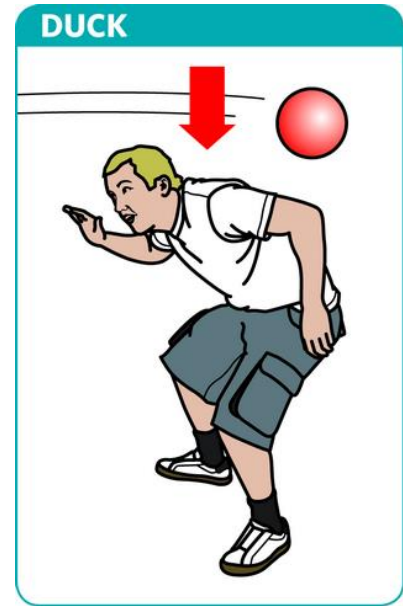


Example: Duck (1/3)

- Duck /n/ اردک

- Duck /v/

to lower your head or body very quickly, especially to avoid being seen or hit



Example: Duck (2/3)

- Duck /n/ اردک
- Duck /v/

Do not Dis



Example: Duck (3/3)

- Duck /n/ اردک
- Duck /v/

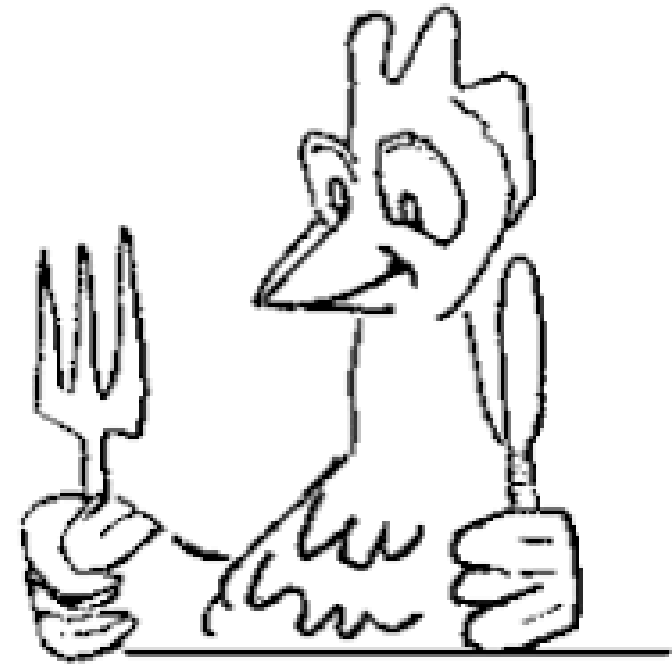
Lexical Ambiguity

ابهام لفظی

The presence of two or more possible meanings within a word



Example: The chicken is ready to eat (1/2)



THE CHICKEN IS
READY TO EAT

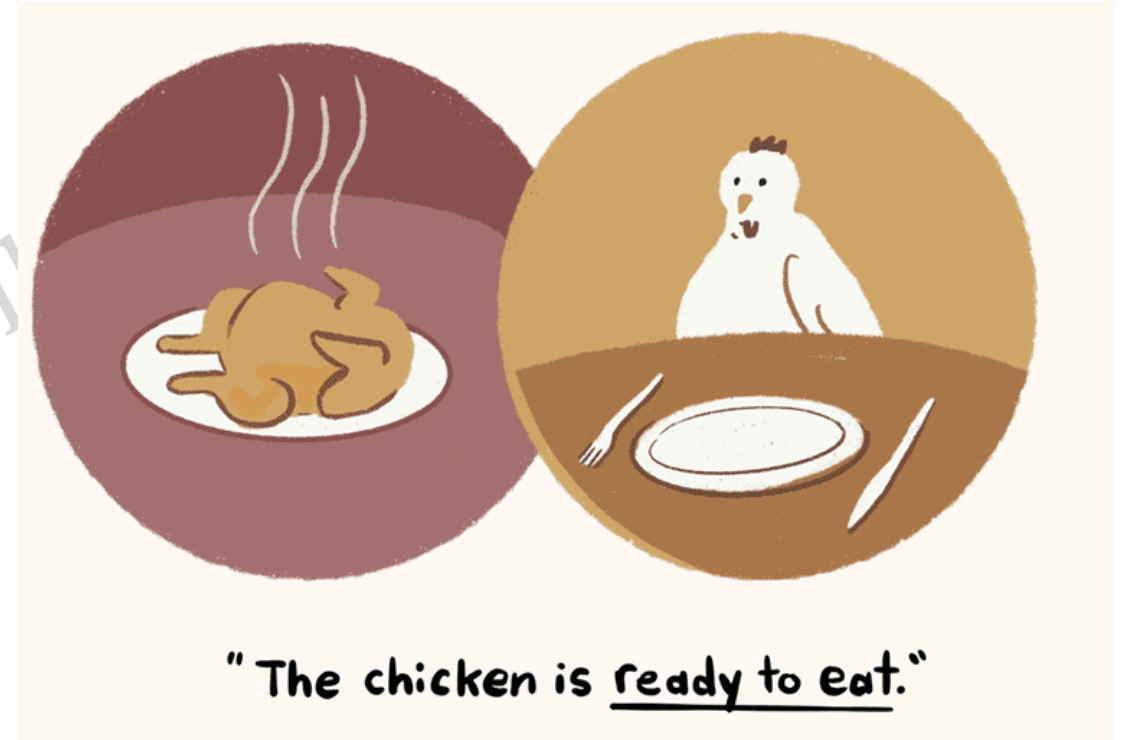
Which one?

Example: The chicken is ready to eat (2/2)

Syntactical Ambiguity

ایہام دستوری

The presence of two or more possible meanings within a sentence or sequence of words





Referential Ambiguity

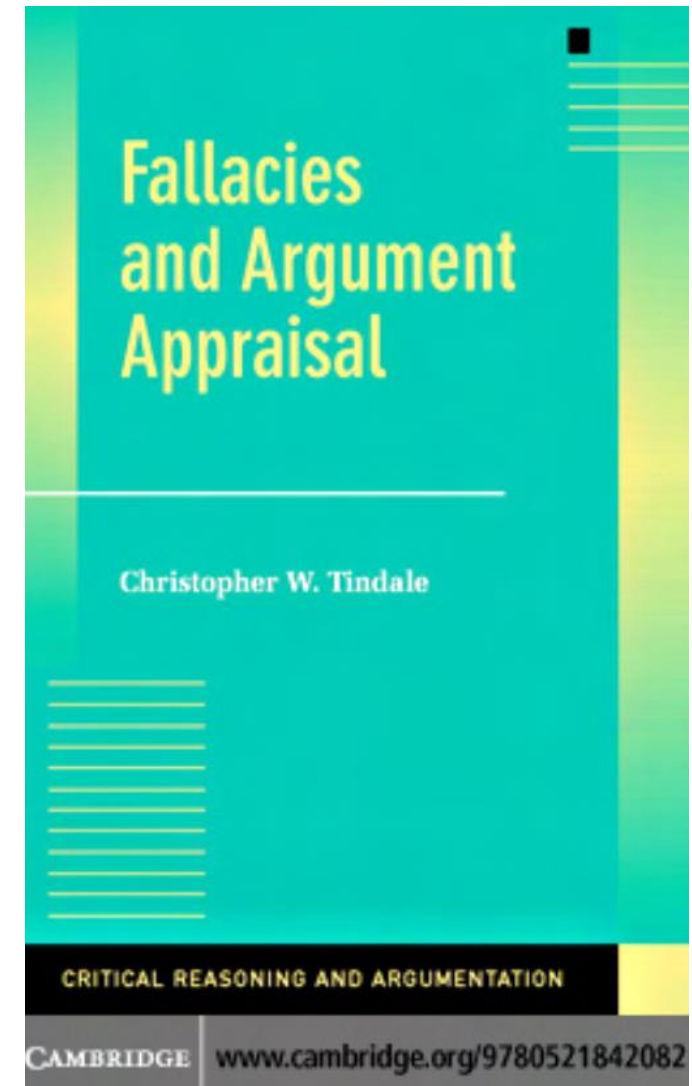
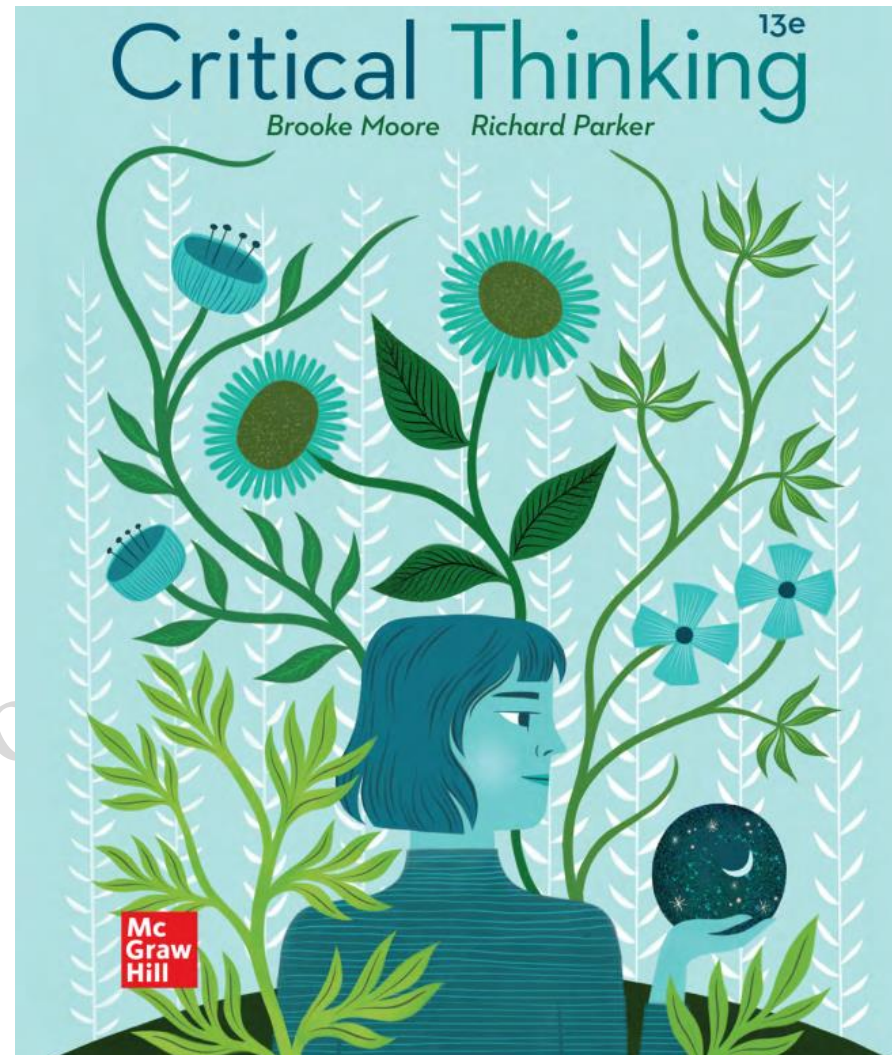
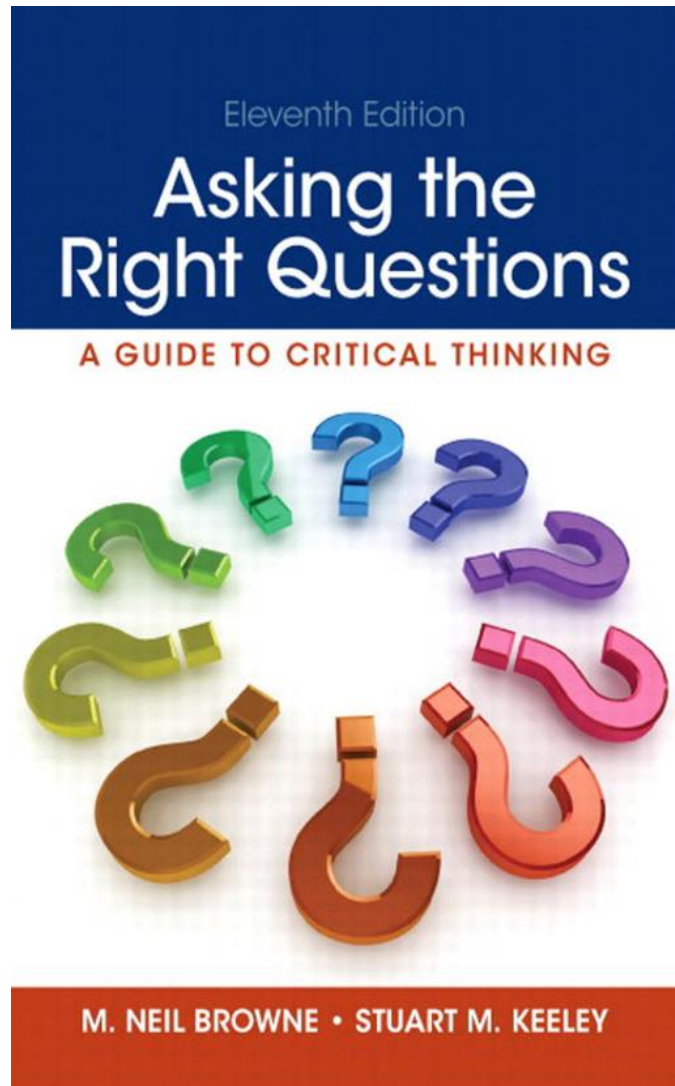
ابهام ارجاعی

The presence of two or more possible meanings because of different interpretations of pronouns' point of reference

My therapist told
me,

"write letters to the
people you hate and
then burn them."

I did that, but now I
don't know what to
do with the letters.



ابهام عامدانه — مثال ۱

دی می‌شد و گفتم صنما عهد به جای آر

گفتا غلطی خواجه در این عهد وفا نیست

Do not Distribute

ایہام عامدانہ — مثال ۲

حُجَر بن عُدّی:

«مَغیرہ می گوید علی را لعن بگویم. همه او را لعن کنید.»

Do not Distribute

مدیر گروه:

«من به رئیس دانشگاه گفتم که نمی‌توانیم تا پایان سال صبر کنیم»

مغالطه اشتراک لفظ

the fallacy of equivocation

Ambiguity and Equivocation

Critical Questions :

1. Have key terms, concepts, or phrases **retained their initial meanings** through the argument?
2. Does **any shift of meaning** indicate that the **conclusion fails to prove** what it was supposed to prove?

Caution: Meaning is **Contextual**

A **Vague Concept** has meaning, but its scope is not clear

حدود مفاهیم نامعلوم است

Fuzziness

Is it always harmful? When can it be used?

Vagueness obscures the meanings of terms or phrases so that people cannot be sure what accepting statements would commit them to, or how to evaluate such statements.

Many writers simply treat vagueness as a problem with terms or phrases in an argument that prevents the audience or antagonist from understanding what is being said.

Others treat it as a full fledged fallacy; they suggest that if a participant in a critical discussion makes use of unclearness to improve his position, then he is guilty of violating one of the dialectical rules that govern critical discussions.

مدیر پروژه:

«یک مقدار جزئی تاخیر داشتیم که انشالله به زودی جبران می کنیم.»

مغالطه توسل به ابهام

the fallacy of unclearness

رئیس فدراسیون:

«مهمترین علت شکست تیم ملی کشتی فرنگی ما این بود که کشتی‌گیران ما در شرایط کشتی‌گیری

نبودند.»

مغالطه توسل به ابهام

Vagueness

Critical Questions :

1. Have key terms, concepts, or phrases have no clear meaning in the context in which it arises?
2. Does that vagueness **prevent us from being able to judge** whether an argument has occurred or what it might be?

تمرین: بررسی ابهام و ابهام، اصلاح و بازنویسی

من کمی فرانسه بلدم

Do not Distribute

تمرین: بررسی ابهام و ابهام، اصلاح و بازنویسی

شرکت ما نمی‌خواهد تنها ارائه‌دهنده خدمات طراحی و مهندسی باشد.

شرکت مهندسی EPC کشور

Do not Distribute

تمرین: بررسی ابهام و ابهام، اصلاح و بازنویسی

پول شما را به علت چاپ عکس‌های خراب پس می‌دهیم.

شرکت ارائه خدمات چاپ و عکسی

Do not Distribute

تمرین: بررسی ابهام و ابهام، اصلاح و بازنویسی

رکود اقتصادی معلول افزایش قیمت ارز است که حکومت نظارتی بر آن ندارد.

Do not Distribute

تمرین: بررسی ابهام و ایهام، اصلاح و بازنویسی

علم بهتر از ثروت است.

Do not Distribute

Exercise: AIA 401-2017

- The contractor shall cooperate with the Subcontractor in scheduling and performing the Contractor's Work to avoid conflicts or interference in the Subcontractor's Work and shall review, and expediate written responses to, submittals made by the Subcontractor in accordance with Section 4.2.3 (*Submittals*, 8 clauses) and Article 5 (*Changes in the Work*, 3 clauses).
- Promptly after execution of this Agreement, the Contractor shall provide the Subcontractor with copies of the Contractor's construction schedule and schedule of submittals, together with such additional scheduling details as will enable the Subcontractor to plan and perform the Subcontractor's Work properly. The contractor shall promptly notify the Subcontractor of subsequent changes in the construction and submittal schedules and additional scheduling details.

Exercise: AIA 401-2017

- By appropriate written agreement, the Contractor shall require each Subcontractor, to the extent of the Work to be performed by the Subcontractor, to be bound to the Contractor by terms of the Contract Documents, and to assume toward the Contractor all the obligations and responsibilities, including the responsibility for safety of the Subcontractor's Work that the Contractor, by these Contract Documents, assume toward the Owner and Architect under the Contract Documents with respect to the Work to be performed by the Subcontractor so that subcontracting thereof will not prejudice such rights, and shall allow to the Subcontractor, unless specifically provided otherwise in the subcontract agreement, the benefit of all rights, remedies, and redress against the Contractor that the Contractor, by the Contract Documents, has against the Owner. Where appropriate, the Contractor shall require each Subcontractor to enter into similar agreements with Sub-subcontractors.
- The Contractor shall make available to each proposed Subcontractor, prior to the execution of the subcontract agreement, copies to the Contract Documents to which the Subcontractor will be bound, and, upon written request of the Subcontractor, identify to the Subcontractor terms and conditions of the proposed subcontract agreement that may be at variance with the Contract Documents. Subcontractors will similarly make copies of applicable portions of such documents available to their respective proposed Sub-subcontractors.

Part 2.1

Facilitation

An Introduction

What is facilitating?

Do not Distribute

Meh meetings

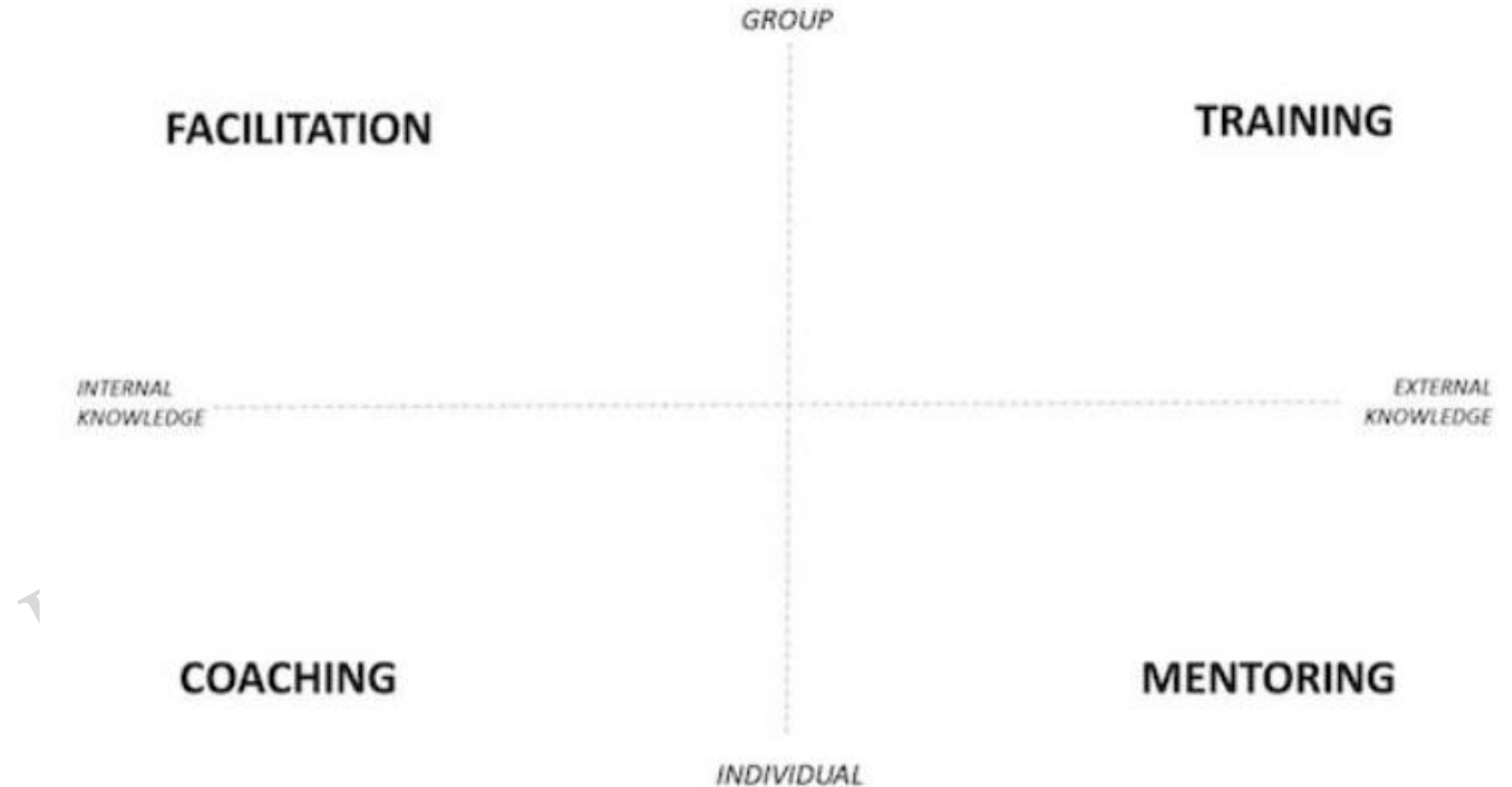


LESS MEETINGS!

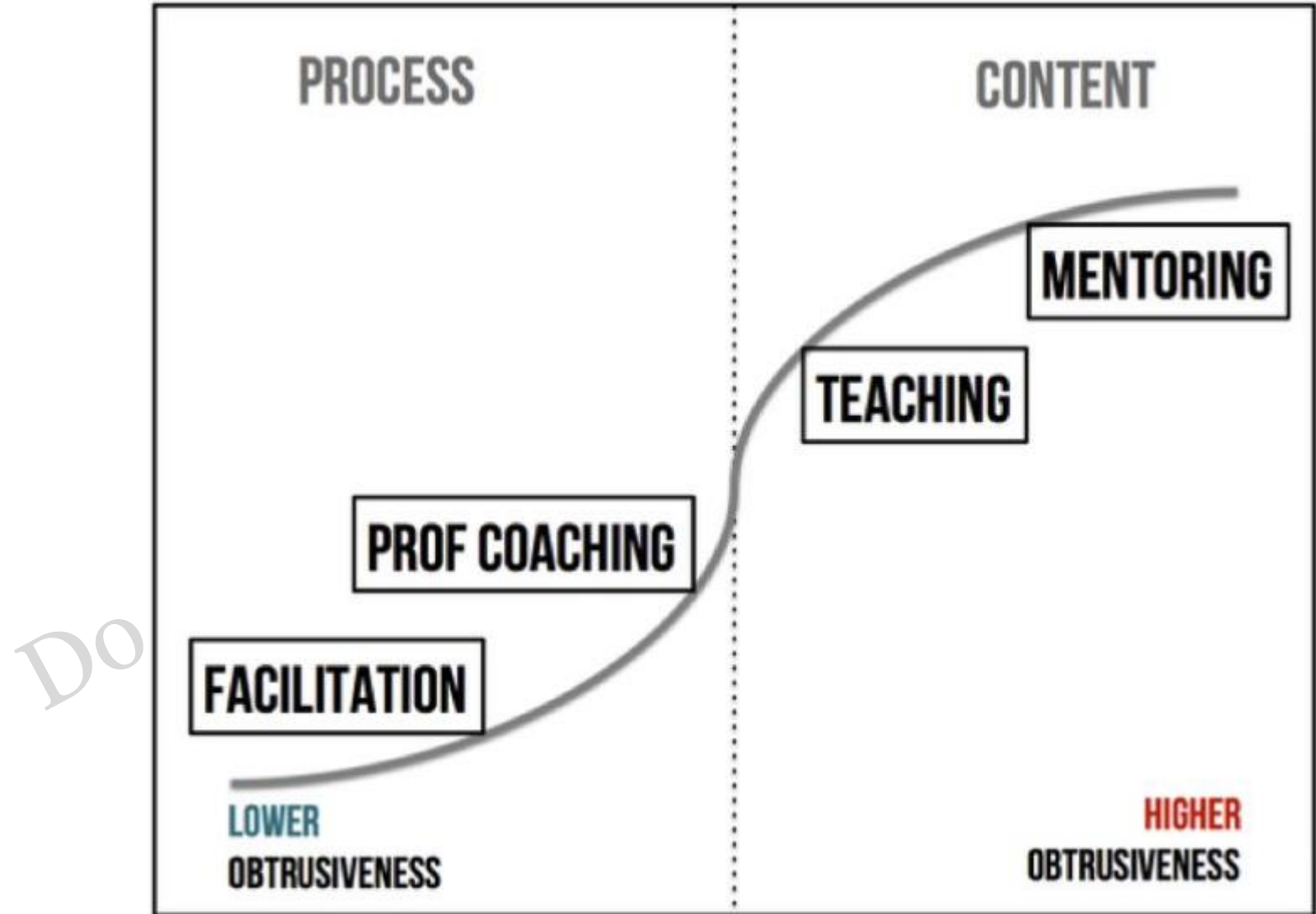
[more real work]



Facilitating vs Other Concepts



Facilitating vs Other Concepts



Let's Create a Disaster!

Part 1

How can we create a company where we spend ours and hours in meetings and never decide anything?

Part 2

Anything you are doing in the class that in any way resembles anything from the first list?

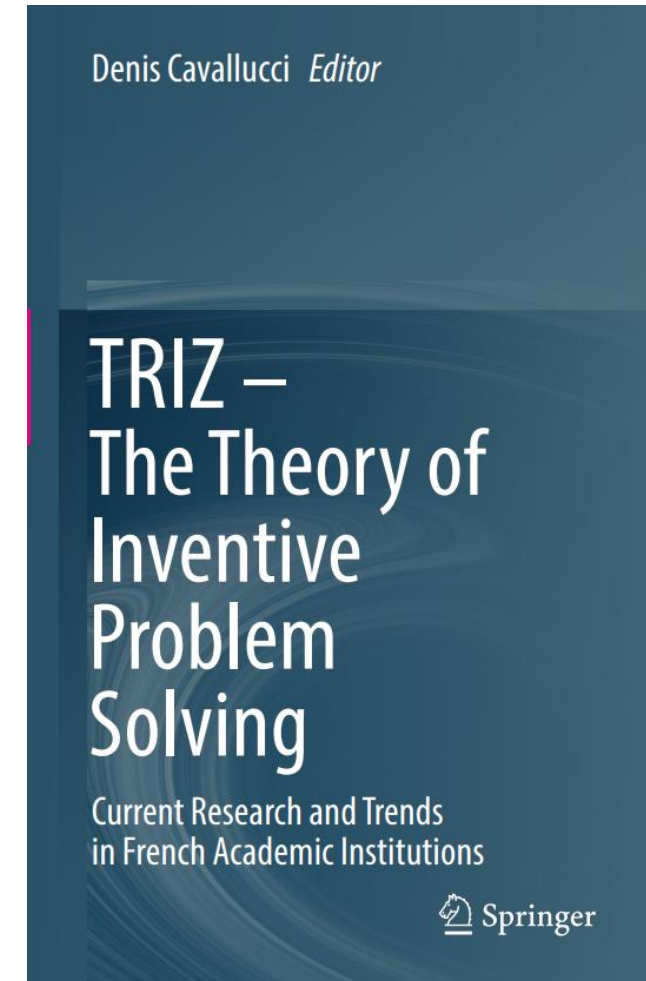
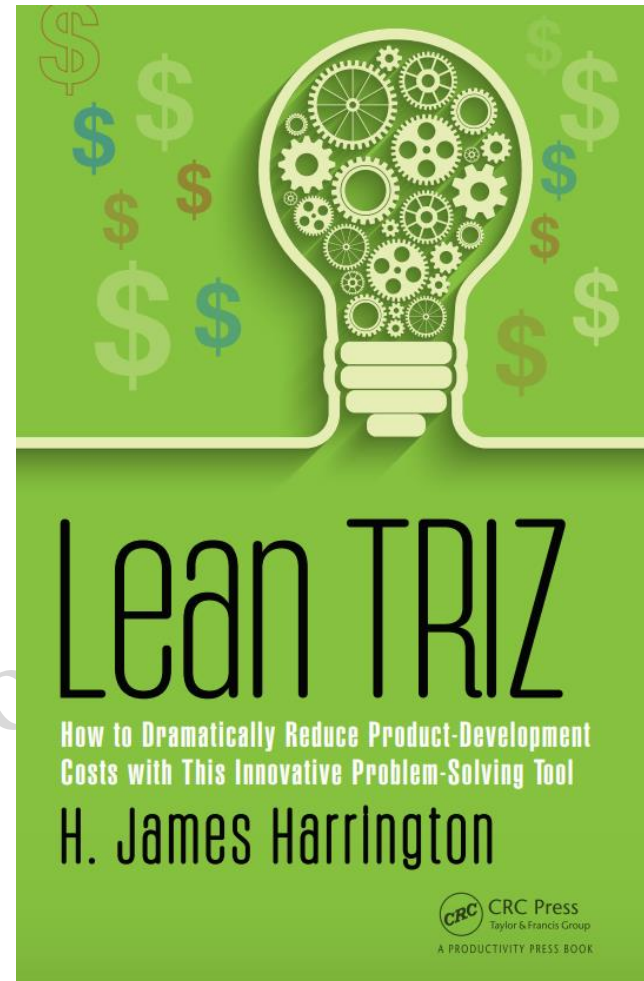
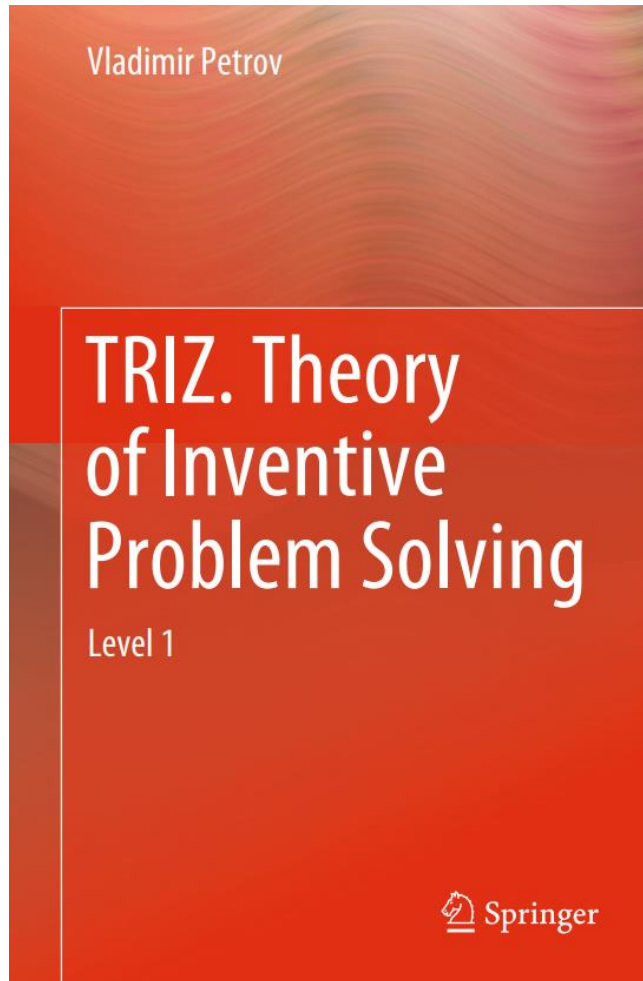
Let's Create a Disaster!

What can we do to make sure this course is a complete disaster?

Do not Distribute

Part 2

Anything you are doing in your organization that in any way resembles anything from the first list?



Part 2.2

Liberating Structures

A short Introduction

The problem of Conventional Structures

Conventional structures are either

- too inhibiting (presentations, status reports, and managed discussions),
- Too loose and disorganized (open discussions and brainstorming)

To creatively engage people in shaping their own future

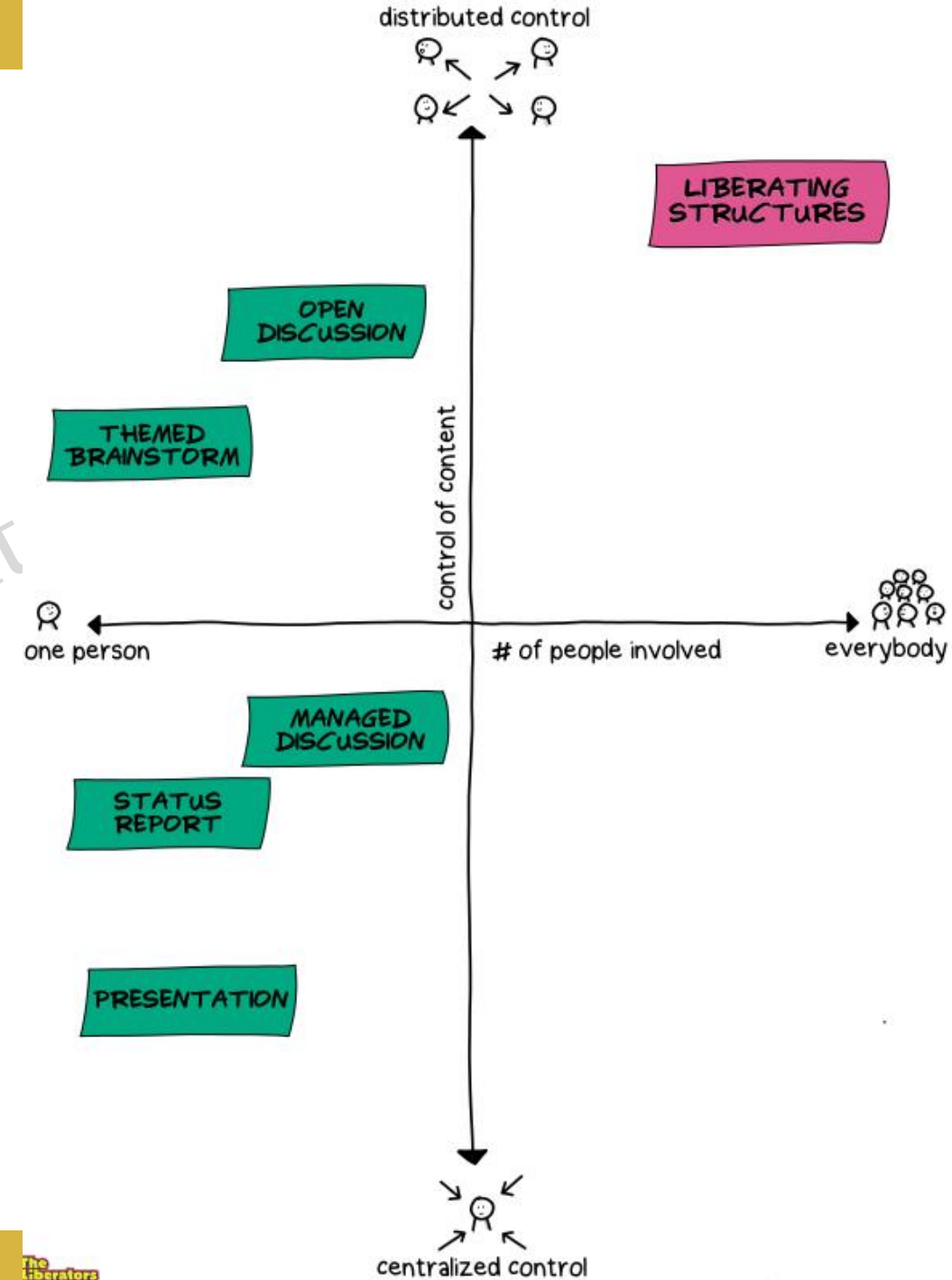
- They frequently generate feelings of frustration and/or exclusion and fail to provide space for good ideas to emerge and germinate.
- Huge amounts of time and money are spent working the wrong way!

Liberating Structures vs ...

Conventional Structures

- Presentation, Status Report, Managed Discussion
- Themed Brainstorm, Open Discussion

- Dimensions:
 - Control of Content
 - Number of People Involved



Liberating Structures

- Easy-to-learn micro-structures
- Can enhance relational coordination and trust, and make it possible to include and unleash everyone
- Liberating Structures are a disruptive innovation, that can replace more controlling approaches
- They spark inventiveness by minimally structuring the way we interact while liberating content or subject matter.
- Very simple constraints unleash creative adaptability

By **design**,

Liberating Structures **distribute control**,

so that **participants** can **shape direction themselves**,

as the action unfolds

Not just a facilitator's toolkit!

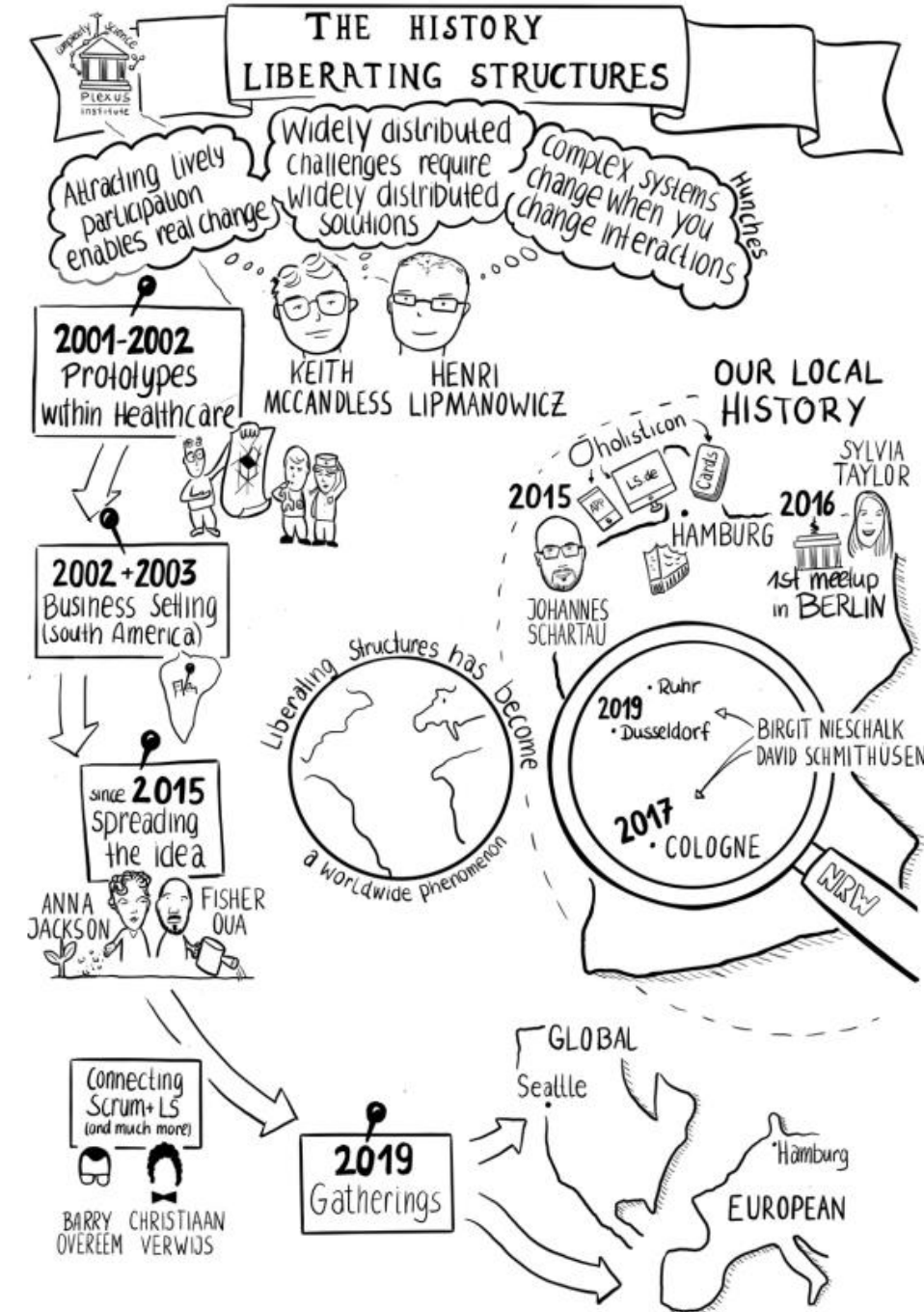
- A set of **Interaction Patterns**
 - Not just for workshops, classes, and training!
 - Why not use it in meetings, and social settings?
- Each of the 33 Liberating Structures is
 - a simple recipe **to structure the interaction** in a group of any size to achieve a specific purpose.

- simple and easy to learn, making it easy to pick them up and spread them throughout your organization.
- Their purpose is to *involve* and *unleash everyone*, which is essential in environments where everyone's voice is necessary to navigate complexity.

Mastery is simple a matter of practice

The history of LS

- the life work of
 - *Keith McCandless,*
 - *Henri Lipmanowicz*
- Several Community Groups worldwide
- LS Immersion Workshops
- Spread by others like “The Liberators”
- Used in Scrum.org classes, etc.



The Liberators

- Website and Shop

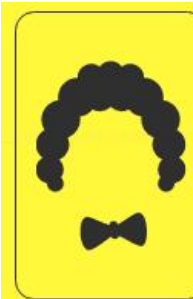
<https://theliberators.com/>

- Medium Articles

<https://medium.com/the-liberators>

- Scrum Team Survey

<https://scrumteamsurvey.org/>



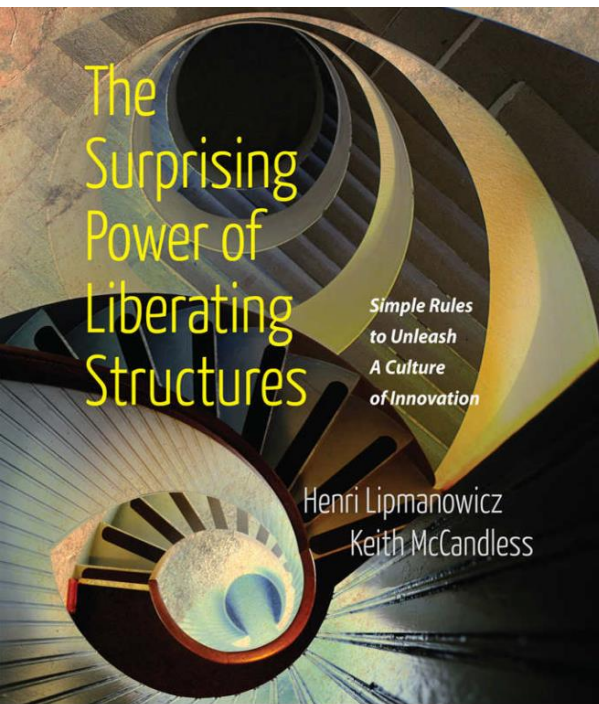
Christiaan Verwijns



Barry Overeem

Liberating Structures

- 33 Official Structures
- Official Website:
www.liberatingstructures.com/
- Lots of unofficial structures



"A treasure trove of simple, practical methods to stimulate critical conversations and liberate the full potential of any group, from the frontline to the C-suite."

—Cheryl M Scott Global Programs Senior Advisor, Bill and Melinda Gates Foundation

LS Menu 	Wicked questions 	What³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice

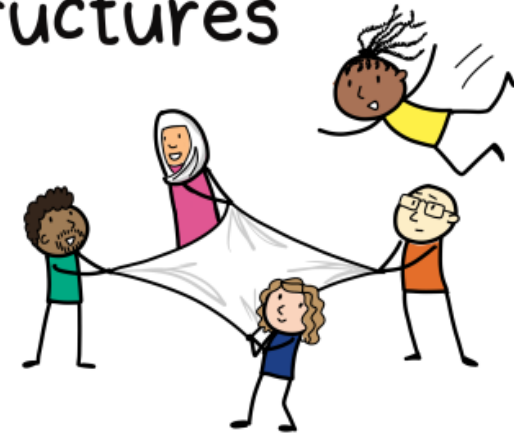
The 10 principles of Liberating Structures



1 Include and unleash everyone



2 Practice deep respect
for people and local solutions



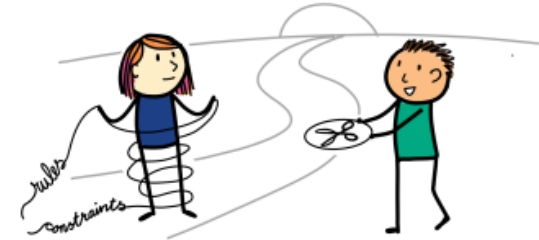
3 Build trust as you go



4 Learn by failing forward



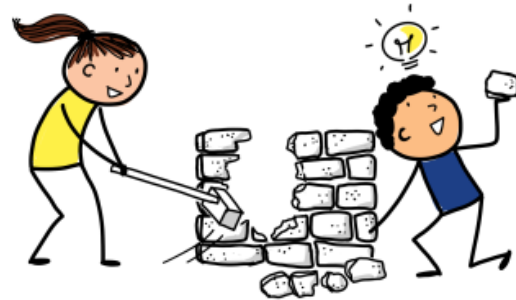
5 Practice self-discovery
within a group



6 Amplify freedom AND responsibility



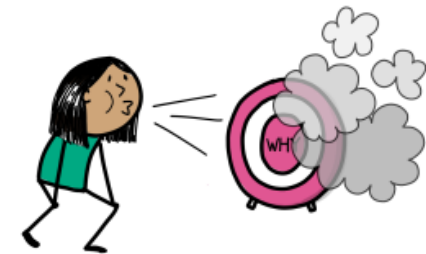
7 Emphasize possibilities:
believe before you see



8 Invite creative destruction
to enable innovation



9 Engage in
seriously-playful curiosity



10 Never start
without clear purpose

Principle 1: Include and Unleash Everyone

- The primary principle that is covered with all the structures.
- It touches on the essence of Liberating Structures:
 - to include everyone in shaping the next steps, to make all voices heard, opinions respected, and contributions acknowledged.
- Due to the nature of the structures, the people within your team who don't have a loud voice or strong opinions also feel encouraged to share their ideas.
- To strengthen this principle: 1-2-4-ALL, Impromptu Networking, 20/10 Crowd Sourcing

Principle 2: Practice Deep Respect for People and Local Solutions

- Team members will face problems and challenges for which they need to find a solution.

the best solutions are the ones created by the teams themselves. Tailor-made, local solutions that fit the unique context of the team.
- Crafted by the people doing the work who face the problem on a daily basis, and are committed to using their collective experience and knowledge to solve the complex challenges.
- To strengthen this principle: Troika Consulting, Wise Crowds, Helping Heuristics

Principle 3: Build Trust As You Go

- Trust and psychological safety are key ingredients for teams; with no trust between team member and its stakeholders, they probably won't share all the problems they're facing.
- This makes inspection of the product and adaptation of the outcomes & roadmap way more complicated.
- With low psychological safety, the team members might only discuss the easy improvements during the retrospectives, ignoring the elephant in the room
- In short, trust and psychological safety are crucial factors.
- These LS can help you build trust as you go: Appreciative Interview; Conversation Café; Heard, Seen, Respected.

Principle 4: Learn by Failing Forward

- You can easily get stuck when face with a complex challenge for which a simple solution doesn't seem to be available. A team might even fall into **analysis paralysis**.
- Often, the best way to move forward is just to try stuff.
 - Run small experiments.
 - Validate your ideas and assumptions.
 - See what works and what doesn't.
 - Learn by failing forward.
- This principle works best in an environment of high trust, so work on the principle 'build trust as you go' as well. Consider these: 15% Solutions, Shift & Share, UX Fishbowl

Principle 5: Practice Self-Discovery Within a Group

- Effective teams have learned how to discover solutions on their own.
 - by working together to make problems, questions, and even conflict transparent
 - using all their skills, knowledge, and experience to spur creativity and generate ideas.
- They can do so without having dependencies on external resources and have the mandate to make decisions and to act immediately on new insights and discoveries.
- LS that help to practice self-discovery: Wicked Questions, Discovery & Action Dialogue, Critical Uncertainties

Principle 6: Amplify Freedom AND Responsibility

- Long-term goals give direction and acts as a compass for teams.
- Short-term goals offer clarity and guidance, allowing the team to make trade-offs on what to work on during the time period.
- Expected quality of the work is described by artifacts like the Definition of Done.
- Teams have the responsibility to pursue living up to these commitments. However, they have the freedom to determine *how* they want to achieve it.
- These LS can help: Min Specs, WINFY (What I Need From You), Integrated ~ Autonomy

Principle 7: Emphasize Possibilities: Believe Before You See

- “Shoot for the stars, aim for the moon”

This is a nice saying, but when you are part of a Scrum team and fully stuck in the organizational mud, you probably consider it pretty useless.

- When a team faces many dependencies and impediments it might lead to demotivation, unhappiness, and frustration.
- In times like these, it's smart to focus on what's actually possible. Focus on the positive and give motivation a boost.
- Some LS to consider: What, So What, Now What; Social Network Webbing

Principle 8: Invite Creative Destruction To Enable Innovation

- Innovation often requires creative destruction.
 - In order to try something new, you first need to let go of something else.
 - Or you need to completely rethink your old habits and behavior.
- If a team wants to be successful, it requires creative destruction of existing behaviors, processes, and way-of-working. That's not easy. Change is tough.
 - Teams will face resistance within themselves and with their environment.
 - But for true innovation to flourish, creative destruction is necessary.
- Try: TRIZ, Ecocycle Planning. Panarchy

Principle 9: Engage In Seriously-Playful Curiosity

- If a team is building something important for which the stakes are high, it's easy to take everything seriously.

You can't have fun AND do serious work simultaneously, right? Wrong!

- Those structures are actually not even about having fun, they're more focused on provoking playful curiosity or using completely different parts of your brain by visualizing challenges or building shared understanding with a lightweight, yet serious interview.
- Some of them are: Improv Prototyping, Drawing Together, Celebrity Interview

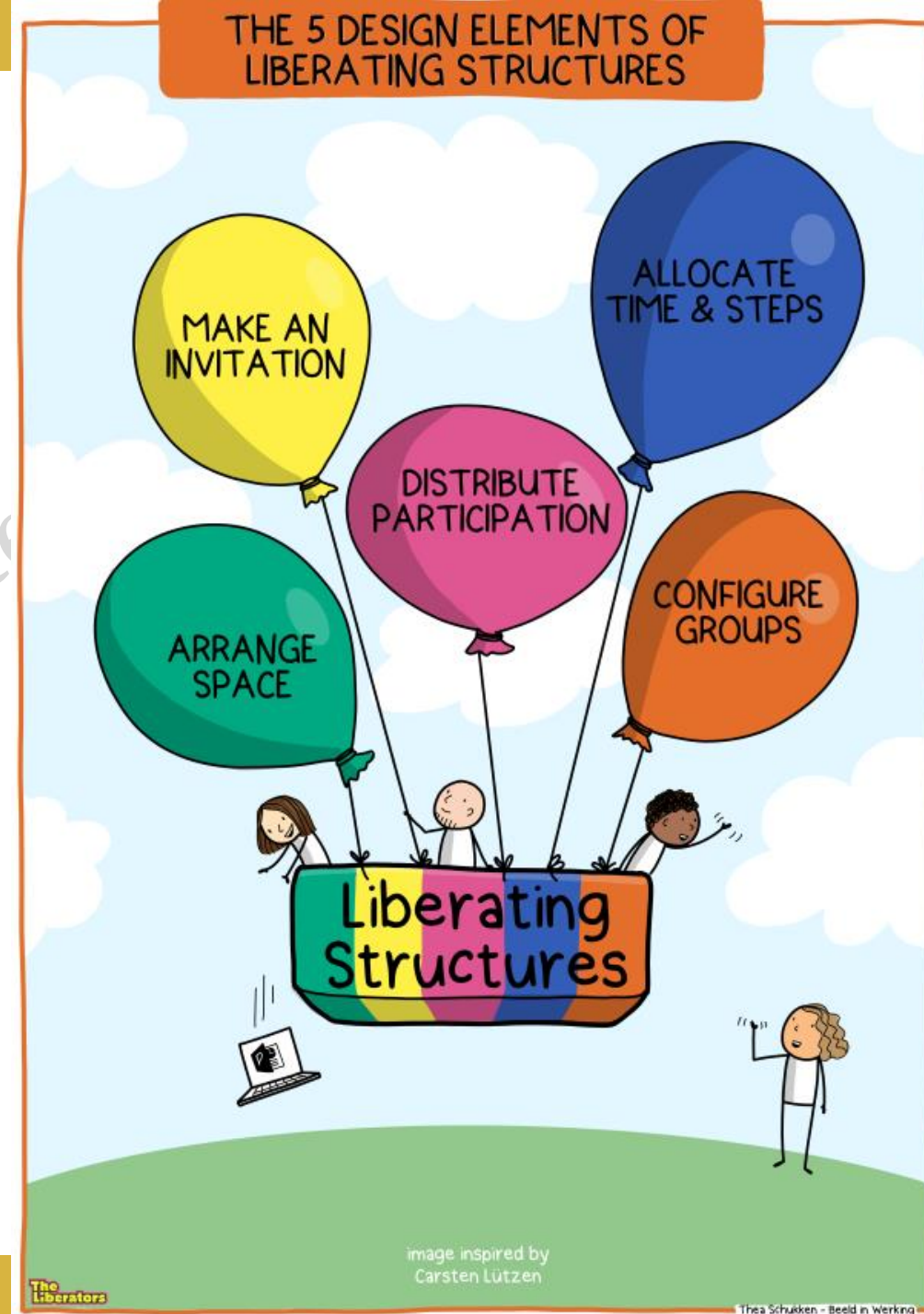
Principle 10: Never Start Without Clear Purpose

- A clear purpose clarifies the existence of the team, it gives meaning to their collaboration, offers inspiration and a solid foundation.
- Especially in difficult moments, a compelling purpose can help the team gel together and move forward.
- There are a couple of powerful Liberating Structures that will help a Scrum team define a clear purpose: Purpose-to-Practice, Nine Whys, Design Storyboards

LS Design Elements

Each of the 33 Liberating Structures is designed with the same 5 design elements in mind:

- arrangement of space and materials
 - creation of an invitation,
 - distribution of participation,
 - allocation of time & steps,
 - the configuration of groups.
- It's what they all have in common, although each structure has a unique way of using it.



1 - Arrangement of space (and materials)

It is about how to make use of the (virtual) space, room, or venue.

- How are the chairs distributed across the room?
- Do we even want to use chairs?
- How do we want to make use of lightning?
- Where do we position ourselves as facilitators?
- Do we need tables, flip-overs, or a projector?
- This part also includes the use of materials. Do participants need a pencil, notebook, or something else to experience the Liberating Structure?

2 - The creation of an invitation

- probably the most essential design element; can make or break a LS.
- It's the question or topic you want people to explore with the Liberating Structure you have in mind.
- A good invitation doesn't judge or frame a challenge in a particular way, it opens avenues for thought instead of closing them.
- It's also specifically ambiguous and relies on the intelligence of the group to figure it out.

3 & 4 – Groups Configuration, Participation Distribution

- The configuration of groups describes “how” the groups are formed,
- the distribution of participation clarifies “what” is expected of them.
 - Do you want to split the large group into smaller groups?
 - If so, how many smaller groups do you want to form and what role does everyone play?
 - What do you expect of the participants?

5 - Allocation of time & steps

describes the **flow** of a Liberating Structure and the **timeboxes** it uses.

- What timebox do you want to use for the total Liberating Structure?
- What timeboxes do you have in mind for the individual steps?
- Do you want to strictly timebox every step, or instead focus more on the flow of a conversation?
- Do you want to explain all the steps upfront, or clarify them step-by-step?

Let's Watch

- TED Talk:

Lead like the Great Conductors, Itay Talgam, 2009

Link: https://www.ted.com/talks/itay_talgam_lead_like_the_great_conductors?language=en&subtitle=fa

Do not Distribute

Itay Talgam
(1958-)

