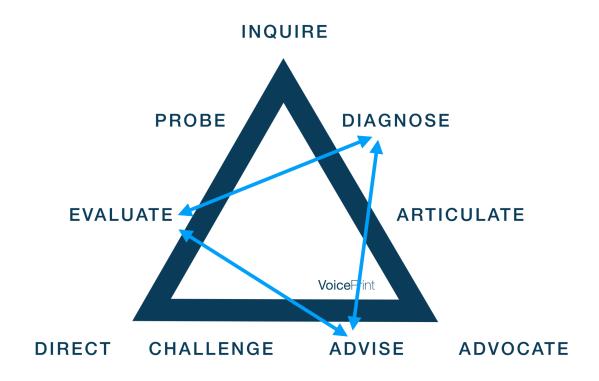


Map 9: A classic problem-solving dynamic



It's in the nature of interactions that voices seldom remain in isolation. While conversations can become unproductive through getting bogged down in a sticking point (such as a battle of opinions through too much Advocating or the 'analysis-paralysis' of too much Diagnosing), it's more common for a voice to be followed by a different voice. When we Inquire or Probe, for example, we generally expect the response to come from one of the 'positioning' voices, Articulate, Advise or Advocate. Our general expectation is that the response will build in some useful way on what has just been said. (The fact that it often does not is simply evidence of how often we either speak at crossed purposes, misinterpret the speaker's intent or are preoccupied rather than listening attentively).

Different types of interaction implicitly call for different combinations of voices. Skilful facilitators are aware of this and take active steps to ensure that the relevant voices are being used (and irrelevancies minimised).

The combination of three voices illustrated here - Diagnose, Evaluate and Advise - constitute a classic problem-solving dynamic. Without all three of these elements a problem-solving process will be impoverished and unbalanced.

Note that there is no 'one right way' of combining these elements. The problem-solving process can start from any of these three points and can be pursued in any direction or sequence. An eventual balancing of exploration, positioning and control is the most important feature of the interaction.

Contrast this pattern with the dynamic illustrated in VoicePrint Map 10. Note that the problem-solving process described here is likely to draw heavily on existing frames of reference and on what is already known.