

Excerpts from the Book  
“The Magic of Dialogue”  
by Daniel Yankelovitch

Transforming Conflict into  
Cooperation

- Dialogue is defined in Webster's Dictionary as
  - “ *seeking mutual understanding and harmony* “
- Genuine openness of each to the concerns of the other
- To leave behind one's biases
- To find the common ground

- Dialogue assumes that everyone has a piece of the answer and collectively the solution can be crafted
- It seeks to explore common ground and towards common understanding.
- Emphasizes empathetic listening
- Encourages revealing of assumptions for joint reevaluation
- Searches for strengths and values in others' positions
- It seeks to achieve a win win for all
  
- **Three basic requirements for dialogue :**
  1. Equality and the absence of coercive influence
  2. Listening with empathy
  3. Bringing assumptions into the open

## Elements of successful Dialogues

- Err on the side of including people who disagree
- Initiate dialogue through a gesture of empathy
- Check for all 3 pre requisites ( basic requirements) stated earlier
- Minimize the level of mistrust before pursuing practical objectives
- Keep dialogue and decision making compartmentalised
- Focus on common interests ; not divisive ones
- Spell out your own assumptions before seeking to identify others'.
- Use specific cases to raise generic issues
- Encourage relationships in order to humanize transactions.

## Dialogue becomes difficult when participants

- hold back
- wish to score debating points
- Get locked into boxes
- Prematurely move to action
- Listen without hearing
- Start at different positions and do not converge
- Are keen to exhibit their knowledge
- Choose a contrarian approach all the time
- Are obsessed with a pet idea
- Choose to represent the special interests to which they belong come what may

- If you can talk with crowds and keep your virtue, or  
walk with kings –nor lose the common touch .....
- Yours is the Earth and everything that's in it

*“If” by Rudyard Kipling*