

Managing Organizational Change

Process, Social Construction and
Dialogue

Second Edition

Lecture Notes Chapter 7

8

THE DIALOGIC MODEL OF DIAGNOSING CHANGE

Learning objectives

By the time you have completed your study of this chapter, you should be able to:

- Appreciate the role of dialogue in the conduct of diagnosis.
- Expand on the stages of appreciative inquiry.
- Provide a case example dealing with appreciative inquiry.
- Expand on the role of social construction in the conduct of appreciative inquiry.
- Discuss the role of dialogue in the conduct of appreciative inquiry.
- Discuss the entanglement between diagnosis and intervention.

Bakhtin's understanding of dialogue ...

For Bakhtin (1984: 110), dialogue refers to a stance in which 'truth is not born nor it is to be found inside the head of an individual person, it is born between people collectively searching for an answer'.

Bohm's (1996: 6) sees dialogue as follows:

‘a stream of meaning flowing among and through us and between us . . . out of which may emerge some new understanding’.

Dialogue in practice ...

Bakhtin's maxim in relation to dialogue is that 'my own word is half-mine and half-yours' (Bakhtin, 1981: 293–4).

My utterance and your utterance (response) are implied in the above.

Let's discuss ...

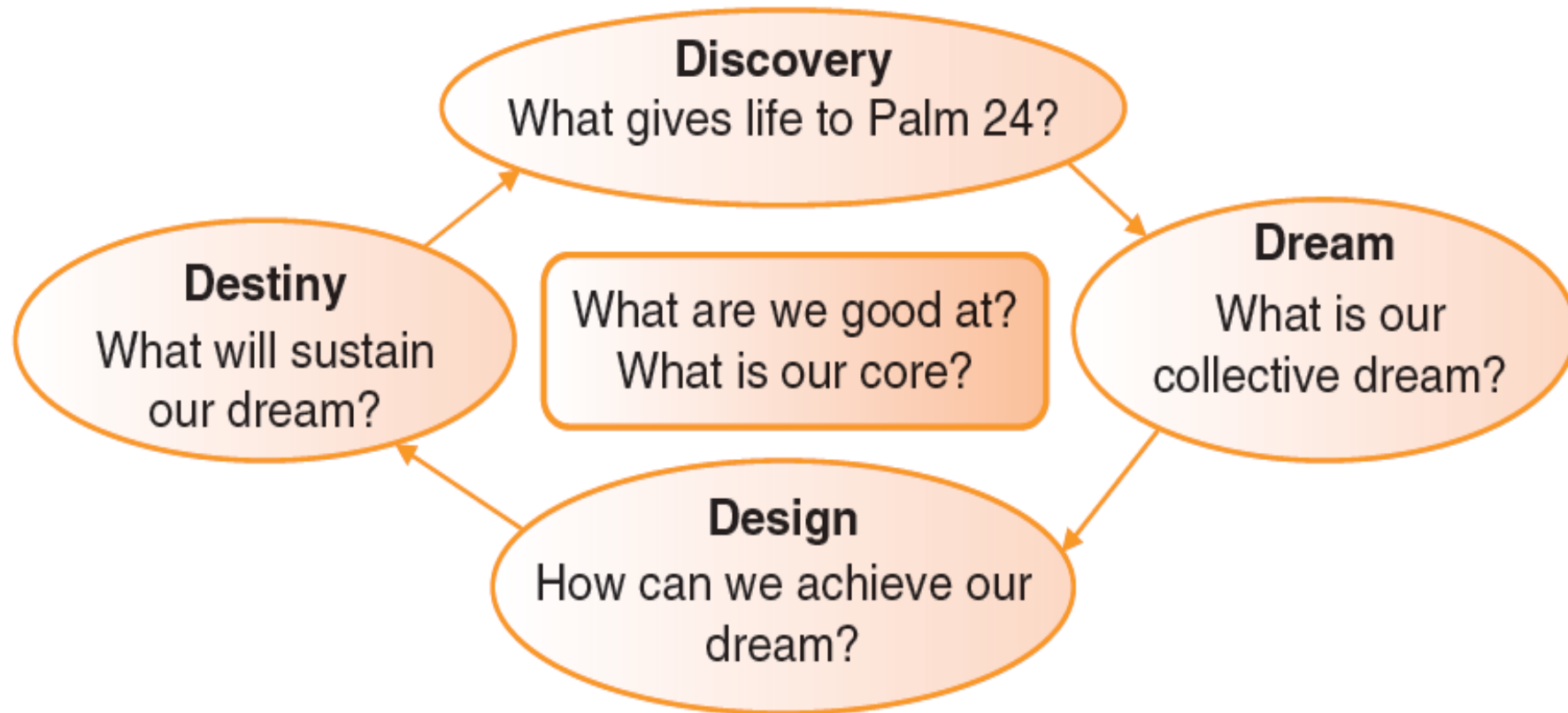
Harris (1997: 144) noted that 'what we may learn from Bakhtin in this respect may be summarized with deliberate simplicity'.

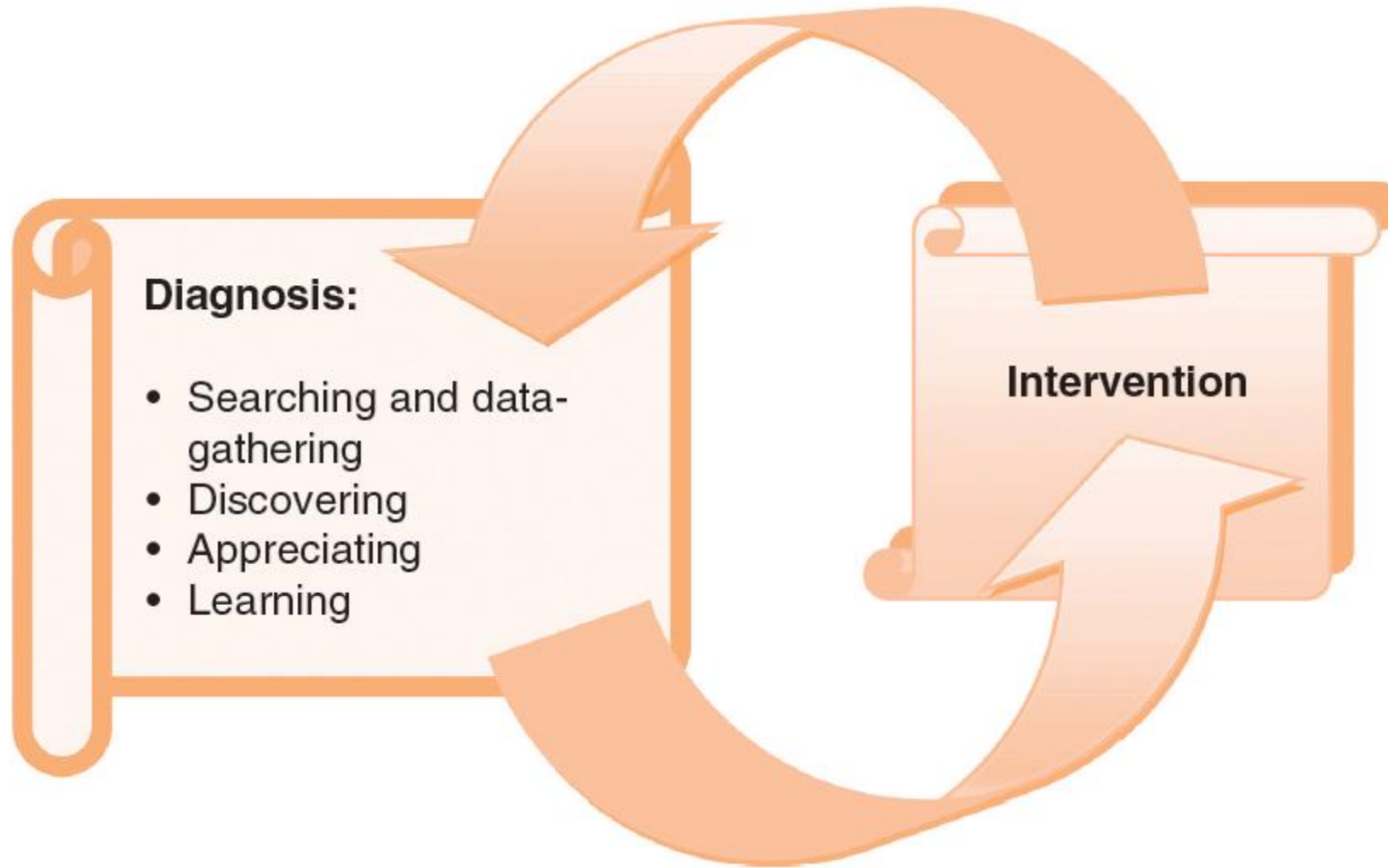
You can help me know myself better. I can help you know yourself better.

The truth lies not in any particular point of view, but in the dialogue between points of view.

To listen to your point of view, I do not have to abandon mine. If I did, I would be subject to your limitations rather than my own, and I would have gained no 'surplus of seeing'.





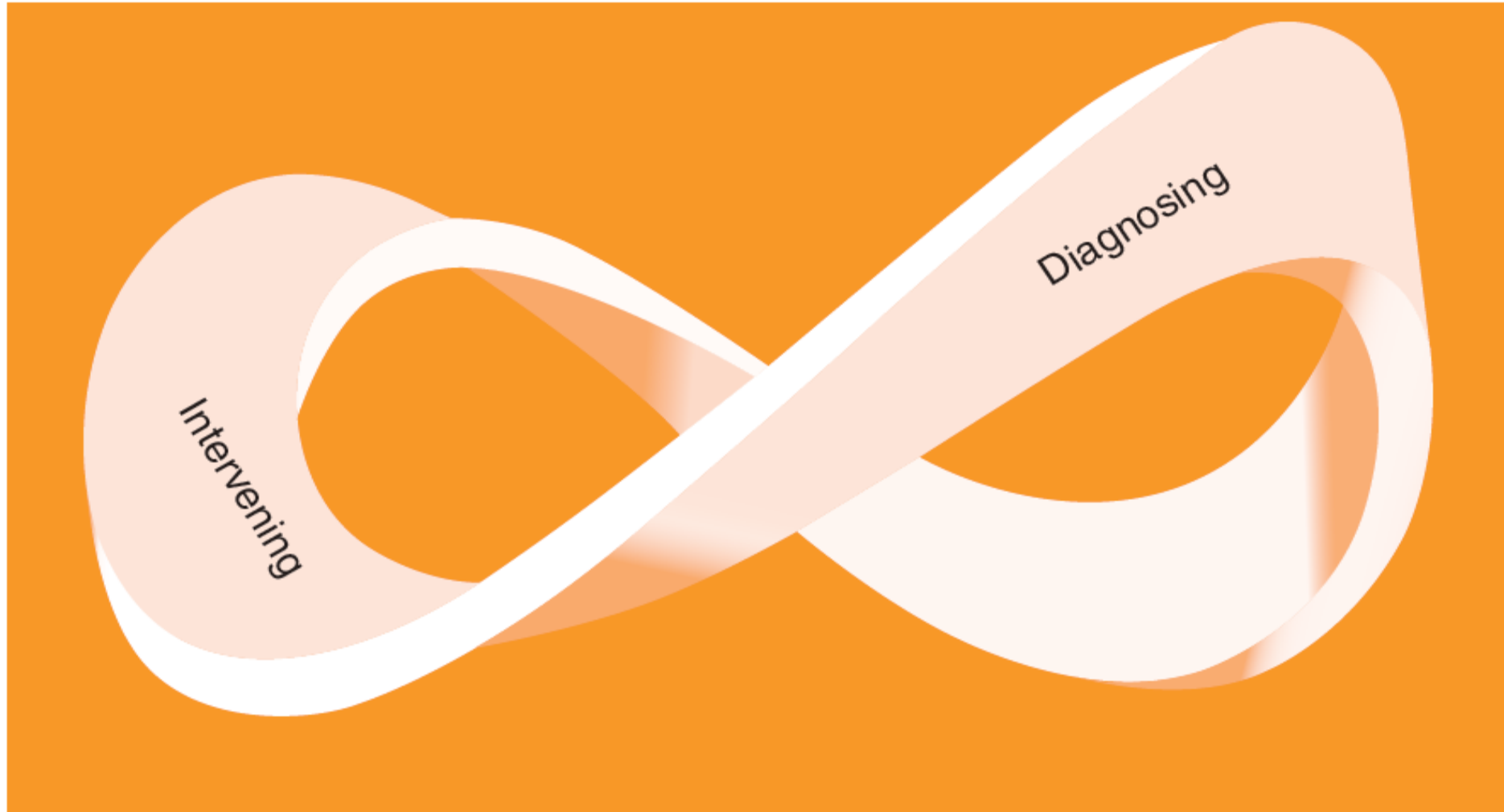


Möbius strip and the overlap between diagnosis and intervention

Opinions differ as to how diagnosis and intervention relate to each other.

Schein is reported as saying:

“I am intervening every minute of every contact I have with the client, as we build a relationship, then diagnostic data obviously surface, but we both have to own those data and we both have to decide what to do next.”



Thank you