



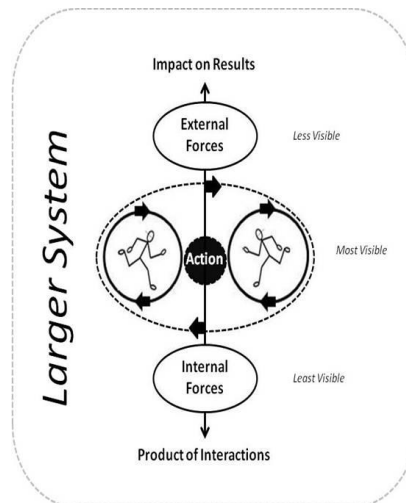
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How it Works Continued:

Structural Dynamics: a Lens on the Nature of Human Discourse – from *Reading the Room* by David Kantor - April 2012 release

“Structural dynamics is a basic theory and model or tool, if you will, for reading the room.



“Structural connotes the idea that there is an underlying, largely unconscious *structure* to all human verbal exchange: when people converse, they construct and follow certain implicit understandings and patterns in which their conversation takes place. In turn, this structure—recognized or not—affects the outcome of the conversation. Those who want to be aware of this structure can become so, through the lens of structural dynamics. *Dynamics* connotes the idea that *ongoing patterns*, functional and dysfunctional, are inherent in all continuing talk, and that dysfunctional ones result from clashes between people and the structures they bring into conversation.

Structural dynamics is not a lens that most of us habitually wear. Mostly our attention is elsewhere: actively listening for and analyzing not the *structure* but the *content* and *style* of the communications in which we take part. We learn to frame our differences and conflicts in those latter terms. In a meeting of neuroscientists, a meeting of cardinals at the Vatican, a team in a workplace, or a family at the dining room table, we hear enormous differences in *style* (forms of etiquette, rules of order) and *content* (topics, opinions, and facts). But structural dynamics

asserts that beneath style and content there exist deeper *universal structures* of how conversations proceed. I will argue that as the foundation on which all communications are built, these structures are the most significant predictors of the outcome of any verbal interaction. Why make this invisible structure visible? *Because problems in face-to-face communication are often due to the unseen influence of this deeper, invisible structure.* So long as it remains unnoticed, the structure can violate and undermine people's communicative intentions. Without understanding why, people try to communicate and end up passing each other by, clashing and repeating old battles when they meant to connect and conciliate. Once the structure is made visible, individuals can learn to observe and even change it.

The Kantor Meta Model for Model Building— *from Leadership Model Building LLC. Training materials 2001 David Kantor and B.C. Huseilton Models Illustrated.*

Model Building is a disciplined way of discovering what it is you think you do, how you actually do what you say you do, why you do what you do, who you are when you are taking these actions, what you hope to achieve with the moves you make, the risks of taking these action or not taking these actions, and the theories behind what you do--all this, in order to systemically structure and cultivate your knowledge and skills on the unending journey toward professional and personal mastery.

The model you build is your own, not one borrowed or copied from masters, teachers or gurus.

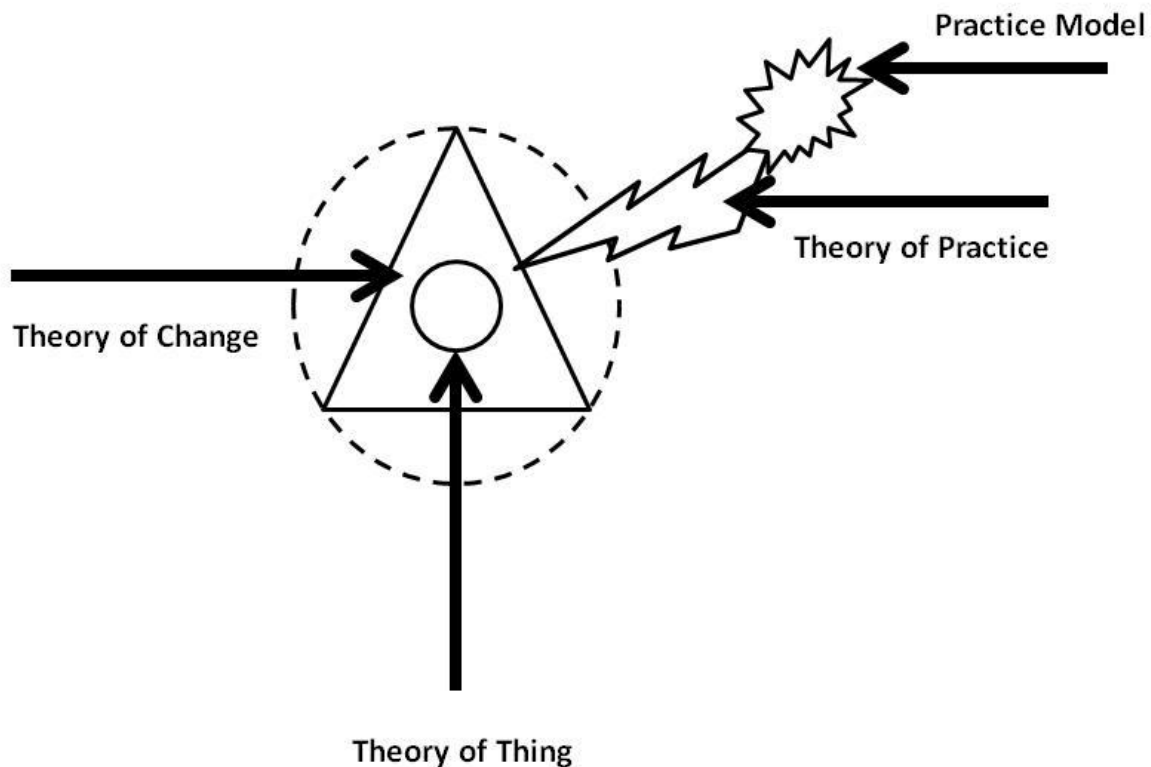
In building your own model we introduce you to David Kantor's Meta-Model or Model of Models - a practical framework that explains what all intervention models are about.

Broadly viewed, a complete model contains three theories:

A Theory is a proposition about how some clearly defined part of the world works. Its key characteristics are completeness and a set of coherently related concepts that have the power to explain that world and predict future outcomes or events that are crucial to its workings.

The practical application of theory involves models, methods and tools.

See the Kantor Meta Model Illustrated below



The Theory of the Thing

Is an articulated explanation of how you think about the entities in which you intervene.

The Theory of Change

Is How you think change actually happens in general and in the “Thing” you identify for change.

Theory of Practice

Is the thinking behind your general intervention thinking. It is the basic planned approach to how you intervene.

Practice Model

The practical application of this Theory of Practice is what we call your Practice Model. A Practice Model is specific to the “Thing” you identify in your intervention. It is what you say you do face to face in complex or high stakes situations-from entry to exit. How you map, assess and diagnose. The tools and interventions you use. What you do at different stages. How you define the issues and your role. And most importantly, how your Theory of Practice relates to your Theory of Change and your Theory of the Thing.

