

# Offering dissent

## Meeting tips

- DO offer to play Devil's Advocate.
- DO listen to all ideas with open ears.
- DON'T shut down or interrupt dissent.

## Offer & seek divergent opinions:

- Let's surface a few more options.
- I'd like to re-visit the discussion.
- What might we be missing?
- What's limiting our thinking?
- *Name* has worked on this. Let's get her view.
- What would a solution look like if we had no constraints?

## Playing devil's advocate

Constructive Devil's Advocacy	Dysfunctional Devil's Advocacy
<b>DO</b> encourage divergent thinking and generate options	<b>DON'T</b> persuade others to adopt your/one point of view
<b>DO</b> shape and influence the decision process	<b>DON'T</b> veto or dictate the outcome
<b>DO</b> ask lots of novel and probing questions	<b>DON'T</b> tear down proposals or ask "gotcha" questions
<b>DO</b> acknowledge when more data might be helpful	<b>DON'T</b> hoard information that might enable debate

## Dare to disagree:

- I think there's a different way to achieve this objective.
- I'd like to offer a different perspective.
- I'm concerned that if we do this, it might result in ...
- I disagree, and would like to offer a different option.