

# Welcoming dissent

## Meeting tips

- DO “set the table” at the beginning of a meeting to welcome debate
- DO assign a “devil’s advocate”
- DO listen to ideas
- DON’T shut down or interrupt dissent

## Set the table by saying:

- “This meeting is intended to be an open dialog and debate.”
- “Ideas and constructive contradiction are welcome.”
- “Please dare to disagree ... it will help us find the best answer.”

## Get the conversation started by saying:

- That’s interesting ... tell me more.
- What would you decide if you were in my shoes?
- What data might make us change course?
- What would our customers say about this idea?
- Is there a different way we could achieve this?
- I’d like to hear your concerns with this plan.
- What’s risky, might not work, or could fail?
- What will we learn if we fail?

## Reward behavior by saying:

- Thank you for sharing your perspective, it will help us make the best decision.
- That’s a great point, I hadn’t thought of it that way.
- That was very brave, thank you for daring to disagree!