



Report of SDDP Co-Laboratory

Peace Revival

Co-Laboratory

10-11 March 2007

Platres, Troodos

Peace Revival Co-Laboratory

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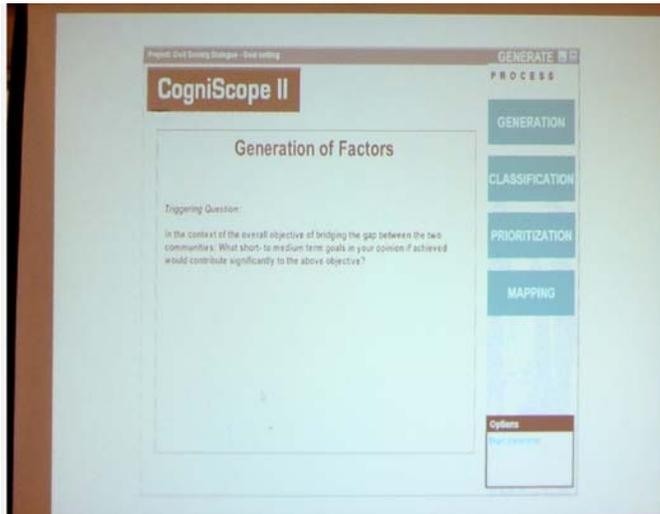
Report on Exploring Options for Enhancement of Social Dialogue between the Turkish and Greek Communities in Cyprus using the Structured Dialogic Design Process.

EDITORS

Tatjana Taraszow, Ilke Dagli, Yiannis Laouris

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<http://www.quickwasp.net/civilsociety>

CONTRIBUTORS

- 1 Polis Aniftos
- 2 Serdar Atai
- 3 Derya Beyatli
- 4 Marina Christofides
- 5 Xenia Constantinou
- 6 Ilke Dagli
- 7 Mustafa Damdelen
- 8 Olga Demetriou
- 9 Marios Epaminondas
- 10 Ali Erel
- 11 Didem Erel
- 12 Hasip Erel
- 13 Bulent Kanol
- 14 Andros Karayiannis
- 15 Erol Kaymak
- 16 Yiannis Laouris
- 17 Marios Michaelidis
- 18 Ahmet Sozen
- 19 Margarita Vasilopoulou
- 20 Mine Yucel
- 21 Murat



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The Civil Society Dialogue Project and the SDDP Facilitation Team who organized the SDDP co-laboratory documented here would like to thank the individuals for their enthusiastic contributions, time, energy and expertise they brought to the co-laboratory described in this report.

All 21 participants were willing to dedicate the time necessary to work together with understanding to explore options for enhancement of social dialogue between the Turkish and Greek communities in Cyprus. Their hard work, perseverance and humour made the co-laboratory's experience both richly diverse and productive. The participants are the primary authors of views expressed in this document.

The Facilitation Team of the Peace Revival co-laboratory consisted of: Derya Beyatli, Ilke Dagli, Yiannis Laouris, Marios Michaelidis, and Tatjana Taraszow.



EXECUTIVE SUMMARY

This report summarizes the results of a co-laboratory that took place in Platres, Troodos March 10-11, 2007. The Cyprus EU Association organized the co-laboratory in collaboration with the Peace Center, the Cyprus Intercultural Training Initiative and the Cyprus Policy Center. The co-laboratory was organized in the context of a larger project entitled "Civil Society Dialogue," which is partly funded by USAID/UNDP. The purpose of was to support a diverse group of peace pioneers and activists representing the Turkish and Greek communities of Cyprus to come up with options aiming to enhance the social dialogue between the two communities. The participants were first acquainted and had the opportunity to reflect and discuss the results of a previous co-laboratory, which focused on defining g the factors that contribute to the perceived widening of the gap between the two communities. The co-laboratory was organized using the Structured Dialogic Design Process (SDDP) methodology. The factors were clustered and structured to develop an influence map. The deep drivers are discussed.

The *triggering question* that was tackled in this co-laboratory was:

What goals, if achieved, would contribute significantly to bridging the gap between the two communities?

After having participated in the structured dialogue it was expected that:

- Participants would gain a deeper understanding of the complexity of the situation and the interconnections between "ideas";
- Participants would have the opportunity to understand how the "others" may think or perceive the current situation or envision the "ideal" situation;
- A "voted" consensus between all participants taking part in the co-laboratory would emerge in the "influence tree" as a joint product.

Following the presentation and discussion of the results, participants were expected to develop a roadmap to achieve progress. The results of this co-laboratory are also expected to assist individuals and bi-communal groups to work towards the ideal model of Cyprus and the two communities.

1. METHODOLOGY: STRUCTURED DIALOGIC DESIGN PROCESS

The Structured Dialogic Design Process (SDDP) is a methodology that supports *democratic* and *structured* dialogue among a heterogeneous group of stakeholders. It is especially effective in resolving complex conflicts of purpose and values and in generating consensus on organizational and inter-organizational strategy. It is scientifically grounded on seven laws of cybernetics/systems science and has been rigorously validated in hundreds of cases throughout the last 30 years.

The SDDP methodology was chosen to support the Peace Revival initiative in structuring the stakeholder representatives' ideas on the desired situation, the current situation, and action options regarding an ideal model of the two communities in Cyprus.

The SDDP is specifically designed to assist inhomogeneous groups to deal with complex issues, in a reasonably limited amount of time. It enables the integration of contributions from individuals with diverse views, backgrounds and perspectives through a process that is participatory, structured, inclusive and collaborative.

A group of participants, who are knowledgeable of the particular situation, are engaged in collectively developing a common framework of thinking based on consensus and shared understanding of the current or future ideal state of affairs. SDDP

promotes focused communication among the participants in the design process and their ownership of and commitment in the outcome.

2.1 Structure and Process in a typical SDDP co-laboratory

When facing any complex problem, the stakeholders can optimally approach it in the following way:

1. Develop a shared vision of an ideal future situation. This ideal vision map serves as a magnet to help the social system transcend into its future state.
2. Define the current problématique, i.e. develop a common and shared understanding of what are the obstacles that prevent the stakeholders reaching their idealized vision.
3. Define actions/options or a roadmap to achieve the goals.

The three phases are done using exactly the same dialogue technique. Each phase completes with similar products:

- (1) A list of all ideas [SDDP is a self documenting process].
- (2) A cluster of all ideas categorized using common attributes.

Methodology: Structured Dialogic Design Process

- (3) A document with the voting results [erroneous effect=most popular ideas do not prove to be the most influential].
- (4) A map of influences. This is the most important product of the methodology. Ideas are related according to the influence they exert on each other. If one is dealing with problems, then the most influential ideas are the root causes. Addressing those will be most efficient. If one is dealing with factors that describe a future ideal state, then working on the most influential factors means that achieving the final goal will be easier/faster/more economic, etc.

In the following, the process of a typical SDDP session with its phases is being described more precisely:

- First The breadth of the dialogue is constrained and sharpened with the help of a triggering question. This is formulated by a core group of people, who are the Knowledge Management Team (KMT) and is composed by the owners of the complex problem and SDDP experts. This question can be emailed to all participants, who are requested to respond with at least three contributions before the meeting.
- Second All contributions/responses to the triggering questions are recorded in the CogniScope II software. They must be

short and concise, hence contain one idea in one sentence. The authors may clarify their ideas in a few additional sentences.

Third

The ideas are clustered into categories based on similarities and common attributes. A smaller team can do this process to reduce time (e.g., between plenary sessions).

Forth

All participants get five votes and are asked to choose their favourite (most important to them) ideas. Only ideas that received votes go to the next and most important phase.

Fifth

In this phase, participants are asked to explore influences of one idea on another. For example, they might be asked to decide whether solving problem x will make solving problem y easier. If the answer is yes (great majority) an influence is established on a map of ideas. The way to read that influence is that items at the bottom are root causes (if what is being discussed are obstacles), or most influential factors (if what is being discussed are descriptors of an ideal situation or actions to take). Those root factors must be given priority.

Sixth

Using the root factors, participants develop an efficient strategy and come up with a road map to implement it.

Methodology: Structured Dialogic Design Process

Please refer to Annex A: Structured Dialogic Design Process – Frequently Asked Questions for more detailed information.

2. RESULTS

The results of the co-laboratory are reported in detail below.

Options proposed by the experts

On 10-11 March 2006, 21 experts, met in Platres, Troodos to engage for two hours in total in a structured dialogue focusing on the triggering question:

What goals, if achieved, would contribute significantly to bridging the gap between the two communities?

The experts described 83 ideas during the dialogue with the entire group. Table 1 summarizes all options and goals proposed by the group, which, if achieved, would contribute significantly to bridging the gap between the two communities.



Table 1 'Peace Revival - List of Options'

Triggering Question: *"What goals, if achieved, would contribute significantly to bridging the gap between the two communities?"*

#: Option

- 1 Develop common business ventures especially in services
- 2 Increase awareness regarding benefits (particularly financial) of a more unified island
- 3 Establish a reconciliation committee in the context of the Gambari process
- 4 Have more positive and independent media on both sides
- 5 Transform the buffer zone into a zone of cooperation and joint projects
- 6 Encourage more contacts and activities between schools with the possible engagement of the authorities
- 7 Use structured dialogue to construct a constitution from the grassroots
- 8 Create sustainable incentives in crossing and cross-border activities
- 9 Accomplish island-wide free trade and economic integration creating inter-dependence
- 10 Adopt the Turkish language as a working language of the ROC
- 11 Build awareness in young people in entertaining themselves in bi-communal activities
- 12 Create a mechanism for the indigenous TCs to take their destiny in their hands
- 13 Ostracise nationalism
- 14 Promote active NGO cooperation in the fields of environment and culture, where people can harvest the deeds of collectivism together
- 15 Make possible for the TCs to use rights arising from the Cyprus constitution and EU membership
- 16 Achieve the real opening of Ledra Street/Lokmaci, meaning that crossings will happen
- 17 Create environments (TV newspaper radio) for journalists to collaborate, through new or already existing channels
- 18 Create a common civil society platform
- 19 Investigate document and publish the truth behind the events since the 50s
- 20 Show similarities of the two communities through the media, especially TV
- 21 Promote collaboration in higher education including student exchange
- 22 Produce tangible results in bi-communal groups/projects to re-establish trust for this type of work
- 23 Penetrate in the mainstream media of the 'other side'
- 24 Demilitarise Nicosia
- 25 Create unified and independent municipal committees in Nicosia involving youth groups and immigrants
- 26 Develop a culture of political correctness
- 27 Create an atmosphere for politicians in which, chauvinism will make them lose popularity
- 28 Create a common venture capital fund for joint economic initiatives
- 29 Anticipate alternative futures in energy efficiency by both communities
- 30 Create a climate for apology, empathy and forgiveness
- 31 Increase bi-communal contacts between different social groups
- 32 Make a revolution in the system of values, in behavioral patterns and perceptions of individuals
- 33 Remind the two leaderships of their responsibilities towards Cypriots

Table 1 'Peace Revival - List of Options'

Triggering Question: "What goals, if achieved, would contribute significantly to bridging the gap between the two communities?"

#: Option

- 34 Establish of a genuinely independent multicultural educational institution in all levels
- 35 Promote modern diplomacy methods by making zero sum VS win-win concepts widely known
- 36 Get the technical committees up and running efficiently
- 38 Encourage critical thinking in young people
- 39 Utilize polling to contribute to the peace process similar to the Northern Ireland experience
- 40 Create a positive atmosphere so people can do business together
- 41 Open up a UN University campus in the buffer zone for the use of students and academics of both sides
- 42 Teach Turkish & Greek as an obligatory second language at schools
- 43 Create a theatre, football leagues, Olympic teams, trade unions swimming pools, ecoparks & clubs on the fading green line
- 44 Professionalise the NGO sector
- 45 Close the economic gap in chosen economic activities to facilitate the solution
- 46 Adopt the Euro island-wide
- 47 Increase awareness about conservation and environmental issues
- 48 Condemn segregation, exclusive mono-communalism and nationalistic approaches
- 49 Make people realize that no solution is not in their interest
- 50 Unconditional returning of Varosha to its original owners under the ROC administration
- 51 Give Varosha and buffer zone to Cypriots who feel as the 'other' so as at least to have their own peace of mind
- 52 Create opportunities for students and citizens to learn about human rights and their complexity
- 53 Decrease the Turkish Cypriot dependency on Turkey
- 54 Restore historical monuments
- 55 Make the status quo uncomfortable without driving the other side away and the same time to be sensitive and careful enough
- 56 Increase the awareness and knowledge of the ordinary people on the successful models of governance based on power sharing
- 57 Create a common monument for the victims of both sides
- 58 Find ways for Turkish Cypriots to participate in international forums not only political, like Olympic Games etc.
- 59 Ensure that education systems promote cooperation
- 60 Expand the scope of the Green Line Regulation and increase the number of gates
- 61 Make people realize that they are misinformed and manipulated everyday in every way
- 62 Start discussion in civil society of what sort of solution we want
- 63 Exercise island-wide intellectual violence; challenging orthodoxy and dogmas.
- 64 Perform full geographic survey of the whole island and include land issues in the workings of the future reconciliation committee
- 65 Design common history textbooks and other common educational material and teacher training
- 66 Mobilize and encourage youth to become even more active in bi-communal activities
- 67 Organise large-scale social activities

Table 1 'Peace Revival - List of Options'

Triggering Question: *"What goals, if achieved, would contribute significantly to bridging the gap between the two communities?"*

#: Option

- 68 Bring together ex-politicians and ex-army members
- 69 Promote island wide tourism
- 70 De-demonise or humanize Turkey in the perceptions of the GC
- 71 Create common tourism and trade boards
- 72 Establish a Cypriot national petroleum company like the one in Norway national meaning to be fairly utilized by the people of Cyprus. Private only in operation, but shareholders are citizens of Cyprus.
- 73 Use structured methodology to construct a comprehensive plan for the settlement of the Cyprus problem
- 74 Adopt Turkish as an official language of the EU
- 75 International funding should promote joint infrastructure investments
- 76 Cultivate a Cypriot identity
- 77 Increase contacts between different social groups both in mono- and bi-communal activities wider participation
- 78 De-demonise or humanise institutions such as the Greek Orthodox Church in the perception of the TC
- 79 Put pressure on the EU not to tackle the Cyprus conflict as a derivative of Turkey-EU process
- 80 Conduct research and disseminate the results on the perceptions of Cypriots about the problem and the future
- 81 Cultivate a European identity
- 82 Encourage cooperation on the solution of the Cyprus problem between left and right wing parties
- 83 Work towards the election of people who will work for a solution

Clustering the Options

A smaller team of individuals, met during the break to develop a draft of the clustering and to come up with distinct names for the different categories. They clustered the 83 available factors in 13 categories: (1) Economic Co-operation, (2) CSO and NGO Sector, (3) Truth-Reconciliation CMBs,

(4) Media, (5) The Buffer Zone, (6) Empowering the youth, (7) Structured Processes, (8) Empowering TCs, (9) Political Correctness, (10) Politicians, (11) Modern Methods, (12) Track One Trust Building, and (13) Research and Recording. For more detailed information, refer to Table 2.

Table 2 'Peace Revival – Cluster'

Cluster 1: Economic Co-operation

- 1 Develop common business ventures especially in services
- 8 Create sustainable incentives in crossing and cross-border activities
- 9 Accomplish island-wide free trade and economic integration creating inter-dependence
- 16 Achieve the real opening of Ledra Street/Lokmaci, meaning that crossings will happen
- 28 Create a common venture capital fund for joint economic initiatives
- 40 Create a positive atmosphere so people can do business together
- 45 Close the economic gap in chosen economic activities to facilitate the solution
- 46 Adopt the Euro island-wide
- 60: Expand the scope of the Green Line Regulation and increase the number of gates
- 69: Promote island wide tourism
- 71 Create common tourism and trade boards
- 72 Establish a Cypriot national petroleum company like the one in Norway national meaning to be fairly utilized by the people of Cyprus. Private only in operation, but shareholders are citizens of Cyprus.
- 75: International funding should promote joint infrastructural investments

Cluster 2: CSO and NGO Sector

- 2 Increase awareness regarding benefits (particularly financial) of a more unified island
- 14 Promote active NGO cooperation in the fields of environment and culture, where people can harvest the deeds of collectivism together
- 18 Create a common civil society platform
- 20 Show similarities of the two communities through the media, especially TV
- 22 Produce tangible results in bi-communal groups/projects to re-establish trust for this type of work
- 29 Anticipate alternative futures in energy efficiency by both communities

Results of Peace Revival co-laboratory—Table 2 'Peace Revival – Cluster'

- 31 Increase bi-communal contacts between different social groups
- 44 Professionalise the NGO sector
- 47 Increase awareness about conservation and environmental issues
- 49 Make people realize that no solution is not in their interest
- 52 Create opportunities for students and citizens to learn about human rights and their complexity
- 62 Start discussion in civil society of what sort of solution we want
- 77 Increase contacts between different social groups both in mono- and bi-communal activities wider participation

Cluster 3: Truth-Reconciliation CMBs

- 30 Create a climate for apology, empathy and forgiveness
- 36 Get the technical committees up and running efficiently
- 54 Restore historical monuments
- 55 Make the status quo uncomfortable without driving the other side away and the same time to be sensitive and careful enough
- 57 Create a common monument for the victims of both sides
- 70 De-demonise or humanize Turkey in the perceptions of the GC
- 76 Cultivate a Cypriot identity
- 78 De-demonise or humanise institutions such as the Greek Orthodox Church in the perception of the TC
- 81 Cultivate a European identity

Cluster 4: Media

- 4 Have more positive and independent media on both sides
- 17 Create environments (TV, newspaper, radio) for journalists to collaborate, through new or already existing channels
- 23 Penetrate in the mainstream media of the 'other side'
- 61 Make people realize that they are misinformed and manipulated everyday in every way

Cluster 5: The Buffer zone

- 5 Transform the buffer zone into a zone of cooperation and joint projects
- 41 Open up a UN University campus in the buffer zone for the use of students and academics of both sides
- 43 Create a theatre, football leagues, Olympic teams, trade unions swimming pools, ecoparks & clubs on the fading green line
- 51 Give Varosha and buffer zone to Cypriots who feel as the 'other' so as at least to have their own peace of mind

Cluster 6: Empowering the youth

- 6 Encourage more contacts and activities between schools with the possible engagement of the authorities
- 11 Build awareness in young people in entertaining themselves in bi-communal activities

Results of Peace Revival co-laboratory—Table 2 'Peace Revival – Cluster'

- 21 Promote collaboration in higher education including student exchange
- 34 Establish of a genuinely independent multicultural educational institution in all levels
- 38 Encourage critical thinking in young people
- 42 Teach Turkish & Greek as an obligatory second language at schools
- 59 Ensure that education systems promote cooperation
- 65 Design common history textbooks and other common educational material and teacher training
- 66 Mobilize and encourage youth to become even more active in bi-communal activities
- 67 Organise large-scale social activities

Cluster 7: Structured Processes

- 7 Use structured dialogue to construct a constitution from the grassroots
- 73 Use structured methodology to construct a comprehensive plan for the settlement of the Cyprus problem

Cluster 8: Empowering TCs

- 10 Adopt the Turkish language as a working language of the ROC
- 12 Create a mechanism for the indigenous TCs to take their destiny in their hands
- 15 Make possible for the TCs to use rights arising from the Cyprus constitution and EU membership
- 53 Decrease the Turkish Cypriot dependency on Turkey
- 58 Find ways for Turkish Cypriots to participate in international forums not only political, like Olympic Games etc.
- 74 Adopt Turkish as an official language of the EU

Cluster 9: Political Correctness

- 13 Ostracise nationalism
- 26 Develop a culture of political correctness
- 27 Create an atmosphere for politicians in which, chauvinism will make them lose popularity
- 32 Make a revolution in the system of values, in behavioural patterns and perceptions of individuals
- 48 Condemn segregation, exclusive mono-communalism and nationalistic approaches

Cluster 10: Politicians

- 33 Remind the two leaderships of their responsibilities towards Cypriots
- 79 Put pressure on the EU not to tackle the Cyprus conflict as a derivative of Turkey-EU process
- 82 Encourage cooperation on the solution of the Cyprus problem between left and right wing parties
- 83 Work towards the election of people who will work for a solution

Cluster 11: Modern Methods

- 35 Promote modern diplomacy methods by making zero sum VS win-win concepts widely known
- 39 Utilize polling to contribute to the peace process similar to the Northern Ireland experience

Results of Peace Revival co-laboratory—Table 2 'Peace Revival – Cluster'

- 56 Increase the awareness and knowledge of the ordinary people on the successful models of governance based on power sharing
- 63 Exercise island-wide intellectual violence; challenging orthodoxy and dogmas.
- 68 Bring together ex-politicians and ex-army members

Cluster 12: Track One trust building

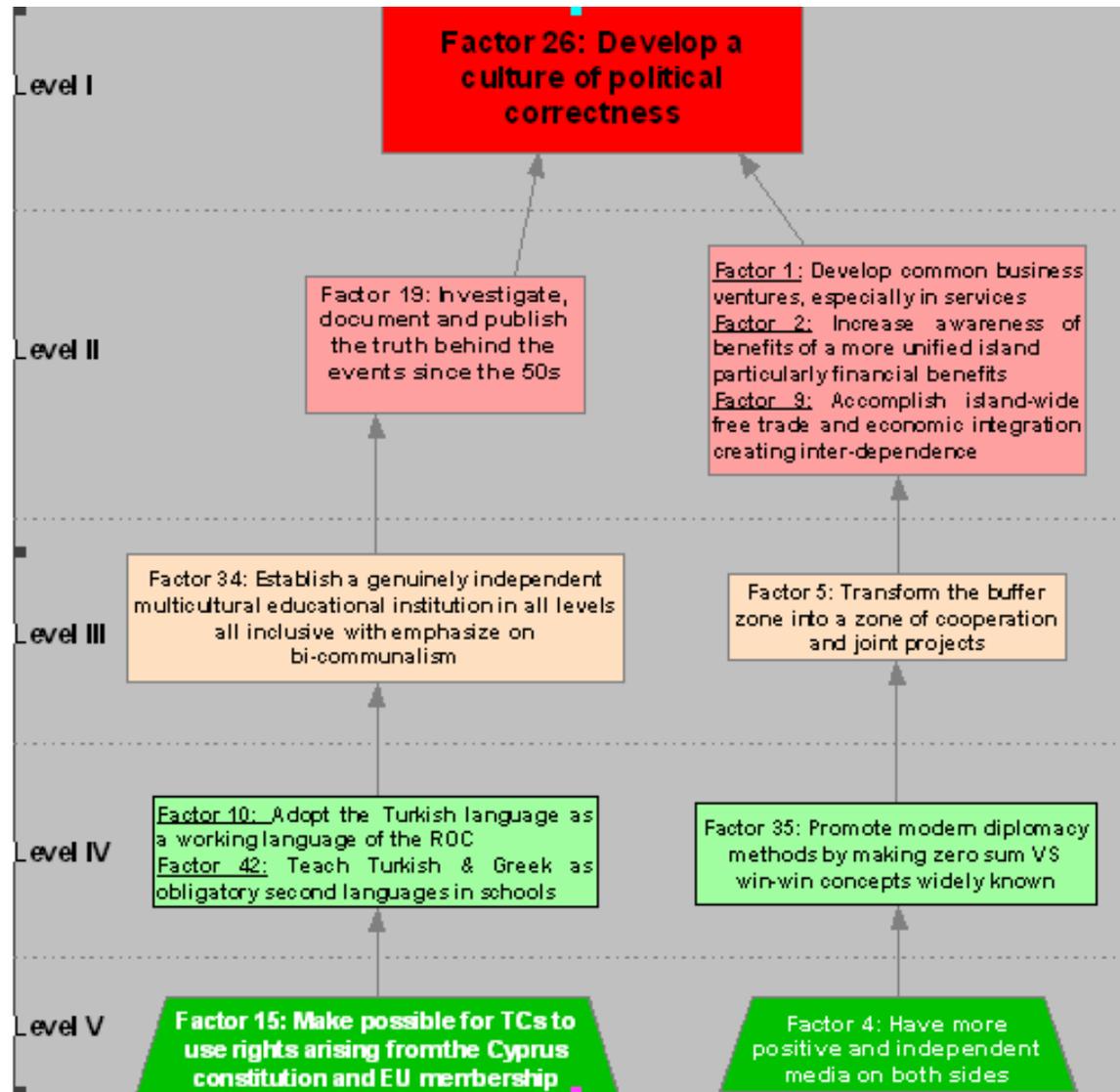
- 3 Establish a reconciliation committee in the context of the Gambari process
- 24 Demilitarise Nicosia
- 25 Create unified and independent municipal committees in Nicosia involving youth groups and immigrants
- 50 Unconditional returning of Varosha to its original owners under the ROC administration

Cluster 13: Research and Recording

- 19 Investigate document and publish the truth behind the events since the 50s
- 64 Perform full geographic survey of the whole island and include land issues in the workings of the future reconciliation committee
- 80 Conduct research and disseminate the results on the perceptions of Cypriots about the problem and the future

The Deep Drivers and the Influence Map

The following diagram shows the resulting influence map. Twelve factors were structured within five layers.



Interpretation of the Results

The factors in the map must be read as follows:

If we achieve a goal that lies deeper within the structure, that would make achieving goals higher on the tree easier! Easier means, in less time and with less effort/resources. Therefore, one should focus on goals that lie deeper (called deep drivers).

According to this map the deep drivers are:

Factor 4 Have more positive and independent media on both sides

Factor 15 Make possible for the TCs to use rights arising from the Cyprus constitution and EU membership

These are the areas that according to the collective wisdom of the participants need to be addressed with priority. Based on a constructive discussion and reflection on these results, the participants have agreed to organize the following co-laboratories:

Co-laboratory on the Media: Possibly to develop a vision of how the media landscape in a future, reunited and socially more developed Cyprus could look like.

Co-laboratory with representatives of political parties as participants: This could focus on developing a vision of how acting politicians envision the future of Cyprus, say in 25 years.

Based on the fact that Factor 15, together with Factors 10 & 42 are also deep drivers, it was decided to organize a focus group and stimulate public dialogue on the issue of Turkish Cypriot constitutional rights arising from the 1960 constitution and resulting from Cyprus EU accession.

The participants have further discussed the current priorities and based on the results of both co-laboratories as well as their own analysis of the current situation, they also decided on the following actions:

Focus group on NO voters;

Co-laboratory focused on environmental issues;

Co-laboratory focused on civil society.

STRUCTURED DIALOGIC DESIGN PROCESS

FREQUENTLY ASKED QUESTIONS

What does SDDP stand for? What is the difference with SDP?

The Structured Design Process (SDP) or Structured Dialogic Design Process (SDDP) is a methodology that enables groups of stakeholders to discuss an issue in a structured democratic manner that enables them to achieve results. It is a deeply reasoned, scientific, psychosocial methodology that has evolved from over 30 years of development to its current implementation as a software-supported process for large-scale, collaborative design.

When was the first time that structured dialogue was considered necessary?

The need for such an approach was first envisioned by systems thinkers in the Club of Rome ([Ozbekhan](#), 1969, 1970), and systematically refined through years of deployment in Interactive Management (IM), to emerge as methodically grounded dialogue practice that now is supported by software specifically designed for the purpose (e.g., [CogniScope](#) system). Interactive Management, originally developed by John Warfield and [Alexander Christakis](#) in the early 1970's (Christakis, 1973; Warfield & Cardenas, 1994), has evolved into its third generation as SDDP.

What does Agoras mean?

The agoras were the vital centres of the Greek cities. The outdoor markets and convention halls of Athenian Agoras is where gossip mixed with politics. The agora of Athens was the birthplace of democracy. Here the town's citizens discussed pressing issues and made decisions on the basis of popular vote.

What is the Institute for 21st Century Agoras?

The [Institute for 21st Century Agoras](#) is a volunteer-driven organization dedicated to vigorous democracy on the model of that practiced in the agoras of ancient Greece. It employs Co-Laboratories of Democracy that enable civil dialogue in complex situations. Systems thinkers who were also presidents of the International Society for Systems Science ([ISSS](#)), such as Bela Banathy and [Alexander Christakis](#), founded the Institute.

What is the Club of Rome?

The [Club of Rome](#) was founded in April 1968 by [Aurelio Peccei](#), an Italian industrialist, and [Alexander King](#), a Scottish scientist. The Club of Rome is a global think tank and centre of innovation and initiative. As a non-profit, non-governmental organization (NGO), it brings together scientists, economists, businessmen, international high civil servants, and heads of state and former heads of state from all five continents who are convinced that the future of humankind is not determined once and for all and that each human being can contribute to the improvement of our societies. [Hasan Özbekhan](#), [Erich Jantsch](#) and [Alexander Christakis](#) were responsible for conceptualizing the original

prospectus of the Club of Rome titled "The Predicament of Mankind." This prospectus was founded on a humanistic architecture and the participation of stakeholders in democratic dialogue. When the Club of Rome Executive Committee in the summer of 1970 opted for a mechanistic and elitist methodology for an extrapolated future, they resigned from their positions.

How are co-Laboratories different from workshops?

Many group processes engender enthusiasm and good feeling as people share their concerns and hopes with each other. Co-Laboratories go beyond this initial euphoria to:

- Discover root causes;
- Adopt consensual action plans;
- Develop teams dedicated to implementing those plans; and
- Generate lasting bonds of respect, trust, and cooperation.

Co-Laboratories achieve these results by respecting the autonomy of all participants, and utilizing an array of consensus tools including discipline, technology, and graphics that allow stakeholders to control the discussion. Co-Laboratories are a refinement of Interactive Management, a decision and design methodology developed over the past 30 years to deal with complex situations involving diverse stakeholders. It has been successfully employed all over the world in situations of uncertainty and conflict.

What are usual purposes applications of SDDP?

SDDP is the perfect tool to support a diverse group of stakeholders resolve conflicts and work together in designing by consensus a new vision/solution/strategy/roadmap. It is perfect for:

- Resolve issues among diverse stakeholders
- Democratic large-group decision-making
- Policy design & decision-making
- Complex (wicked) problem solving
- Strategic planning & effective priority setting
- Portfolio & business asset allocation
- Problem identification

How many hours does a group need to invest on a co-laboratory?

The duration of a typical co-laboratory ranges from a minimum of 10-20 hours to over 100 hours. The application of virtual technologies has made it possible to shorten the time required for an SDDP application, while securing the fidelity of the process and of the products. Parts of the co-laboratory are done asynchronously (e.g. through email communication having the facilitators compile and share all data) and others synchronously, in a physical or virtual environment. The virtual SDDP model has been described in a paper by [Laouris & Christakis](#).

Is SDDP grounded on solid science?

The SDDP is scientifically grounded on seven laws of cybernetics recognized by the names of their originators:

1. Ashby's Law of Requisite Variety (Ashby, 1958);
2. Miller's Law of Requisite Parsimony (Miller, 1956; Warfield, 1988);
3. Boulding's Law of Requisite Saliency (Boulding, 1966);
4. Peirce's Law of Requisite Meaning (Turrisi, 1997);
5. Tsivacou's Law of Requisite Autonomy in Decision (Tsivacou, 1997);
6. Dye's Law of the Requisite Evolution of Observations (Dye et al., 1999) and
7. Laouris Law of Requisite Action (Laouris & Christakis, 2007).

Which are the four Axioms of Dialogic Design?

1. COMPLEXITY: We live in a world that is very complex. Problems are complex & interconnected.
2. PARSIMONY: Human cognition & attention is limited. Attention and cognition is usually overloaded in group design.
3. SALIENCY: The field of options in any evaluation is multidimensional. "Salient synthesis" is difficult.
4. ENGAGEMENT: Disregarding the participation of the stakeholders in designing action plans is unethical and the plans are bound to fail.

Where can I read more about SDDP?

You can search about SDDP on Wikipedia or visit any the following sites:

Book by Aleco Christakis; A must for beginner or advanced practitioners	Book	http://Harnessingcollectivewisdom.com
A Wiki for Dialogue community Support	The Blogora	http://blogora.net
Institute for 21st Century Agoras	Website	http://www.globalagoras.org/
Lovers of Democracy; Description of the technology of Democracy	Website	http://sunsite.utk.edu/FINS/loversofdemocracy/technologyofdemocracy.htm
New Geometry of Language And New Technology of Democracy by Schreibman and Christakis	Publication	http://sunsite.utk.edu/FINS/loversofdemocracy/NewAgora.htm
Application of SDP in a network of scientists from 20 countries by Laouris and Michaelides	Book chapter	http://www.tiresias.org/cost219ter/inclusive_future/inclusive_future_ch7.htm
A paper on the application of synchronous/asynchronous SDDP by Laouris and Christakis	Publication	http://sunsite.utk.edu/FINS/loversofdemocracy/Laouris_Christakis_VirtualSDDP_2007_04_28.pdf

Contact Details

Civil Society Dialogue Project

www.blogora.net/page/Cyprus+Civil+Society+Dialogue

www.quickwasp.net/civilsociety