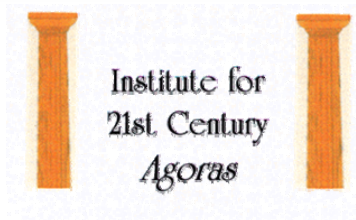






# Report of SDDP co-laboratory

**NEW MEDIA LANDSCAPE NOW!**



## Summary of Results from Co-Laboratory I

*3 and 5 December 2007*

*Classic Hotel*

*Nicosia, Cyprus*

Project Director	Dr. Yiannis Laouris
Project Coordinator	Mr. Larry Fergeson
Editors	Larry Fergeson, Prof. Gayle Underwood, Yiannis Laouris and Aleco Christakis
Chief Facilitator	Prof. (emeritus) Aleco Christakis
Assistant Facilitators	Day1: Prof. Gayle Underwood, Ilke Dagli, Tatjana Taraszow, Yiannis Laouris Day2: Prof. Gayle Underwood, Elia Petridou, Tonia Loizidou, Marios Michaelides

This booklet was created to document the results of a co-laboratory, which took place during two separate meetings of the "New Media Landscape Now!" project in Nicosia, Cyprus. A bi-communal group of seven Greek and twelve Turkish Cypriot media stakeholders were engaged for eight hours on December 3 & 5, 2007 at the Classic Hotel in Nicosia in a disciplined dialogue focusing on the following triggering question: What factors inhibit the development and practice of effective journalistic ethics in Cyprus? The project was organized by the Future Worlds Center and was funded by HasNa Inc. a Washington DC based non-governmental, non-profit organization. Profs. Aleco Christakis and Gayle Underwood of the Institute for 21st Century Agoras volunteered to offer their professional facilitation services for free.

The opinions and ideas presented belong to the participants. The authors and funding organizations are not responsible for the content.

# ***“What factors inhibit the development and practice of effective journalistic ethics in Cyprus?”***

Report on Identifying the Problems that prevent Cyprus journalists from reaching a new media landscape now.

## **CONTENTS**

1. Acknowledgements
2. Executive Summary
3. Introduction
4. Methodology: Structured Dialogic Design Project
5. Results of the co-laboratory ‘New Media Landscape Now!’-Problematique
6. Contributors to the Dialogue
7. Table 1: List of factors
8. Clustering the Factors
9. Figure 1: Clustering the Factors
10. Table 3: Voting Results of Factors
11. Figure 2: Root Cause Map
12. Discussion of Results and Conclusions
13. Annex A: Frequently Asked Questions
14. Annex B: Organizational Chart of SDDP co-laboratory, New Media Landscape Now!





# 1. Acknowledgements

The SDDP Facilitation Team who organized the SDDP co-laboratory documented here would like to thank the Institute for 21st Century Agoras as well as all the participants who have participated for their enthusiastic contributions, time, energy and expertise they brought to the co-laboratory described in this report:

- New Media Landscape Now! - Defining the *problématique*

All 18 participants were willing to dedicate the time necessary to work together with understanding to explore the weaknesses of the current model of interactions within the Cyprus journalism world. Their hard work, perseverance and humour made the co-laboratory experience both richly diverse and productive. The participants, i.e. media experts in Cyprus, are the primary authors of views expressed in this document.

The Facilitation Team of the 'New Media Landscape Now!' co-laboratory consisted of: Dr. Aleco Christakis, Gayle Underwood, Marios Michaelides, Ilke Dagli, Dr. Yiannis Laouris, Tonia Loizidou, Elia Petridou, Tatjana Taraszow, and Larry Fergeson.



## 2. Executive summary

This report documents the results of a co-laboratory, which took place during two separate meetings of the New Media Landscape Now! project in Nicosia, Cyprus.

The co-laboratory was framed as:

- New Media Landscape Now! - Defining the *problématique*

A bi-communal group of seven Greek and twelve Turkish Cypriot stakeholders were engaged for eight hours on December 3 & 5, 2007 at the Classic Hotel in Nicosia, Cyprus in a disciplined dialogue focusing on the following triggering question:

***What factors inhibit the development and practice of effective journalistic ethics in Cyprus?***

The co-laboratory was implemented using a structured democratic dialogue method known as Structured Dialogic Design Process (SDDP). Before engaging in a face-to-face dialogue the participants were invited to interact by means of a virtual co-laboratory employing the technology platform of the wiki ([www.cyprusmedia.wetpaint.com](http://www.cyprusmedia.wetpaint.com)). Twelve of the nineteen participants offered 35 responses to the triggering question utilizing the Wiki.

Their responses and their discussion for clarification can be found in:

<http://cyprusmedia.wetpaint.com/page/Answer+the+Triggering+Question./thread>

We chose to employ the technology platform Wiki, because it is the simplest online database that works well for our purposes. Wiki is a piece of server software that allows users to freely create and edit Web page content using any Web browser. Wiki supports hyperlinks and has simple text syntax for creating new pages and cross-links between internal pages on the fly. Wiki is unusual among group communication mechanisms in that it allows the organization of contributions to be edited in addition to the content itself. Like many simple concepts, "open editing" has some profound and subtle effects on Wiki usage. Allowing everyday users to create and edit any page in a Web site is exciting in that it encourages democratic use of the Web and promotes content composition by non-technical users.

Note: Readers interested in the process of the disciplined dialogue employed in the co-laboratory approach we employ can and should visit [www.harnessingcollectivewisdom.com](http://www.harnessingcollectivewisdom.com).



### 3. Introduction

For the first time ever, Cypriot journalists and media figures used the Structured Design Dialogue Process (SDDP) during the “New Media Landscape Now” meeting, which took place in Nicosia, Cyprus 3 and 5 December 2007. The SDDP is a technique that facilitates dialogue by engaging all stakeholders in a democratic manner. The primary aim of an SDDP co-laboratory is to achieve consensus regarding actions for improvements, based on a shared understanding of the current situation. The process is designed in such a way as to harness the collective wisdom of all participants. In an SDDP co-laboratory, the *participants are the experts* whose shared knowledge is extracted and then used to generate influence maps between separate ideas.

The SDDP co-laboratory ‘New Media Landscape Now!’ documented here built on experiences gained from first engaging in a virtual dialogue by means of a virtual co-laboratory employing the Wiki technology platform ([www.cyprusmedia.wetpaint.com](http://www.cyprusmedia.wetpaint.com)). Twelve participants offered 35 responses to the triggering question utilizing the Wiki.

Participants were subsequently physically present in the co-laboratory and defined the exact nature of the problem, i.e. the *problématique*. The *triggering question* that was tackled in this co-laboratory was:

***“What factors inhibit the development and practice of effective journalistic ethics in Cyprus?”***

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 are expected to join in a future SDDP co-laboratory ‘New Media Landscape Now! – Vision to Action’ that will focus on developing a detailed vision and a roadmap to achieve progress. The result of this future co-laboratory is also expected to assist the Cyprus media to re-invent and re-design itself, thus becoming more dynamic and more efficient.

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

## 4. Methodology: Structured Dialogic Design Project

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 New Media Landscape Now! in structuring the stakeholder representatives' ideas on the current situation regarding the development and practice of effective journalistic ethics 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.

### 4.1 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. Note – This step will be initialised in the next co-laboratory scheduled for April 2008.
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.
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 or posted on a specifically developed wiki site, to 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 favorite (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.



## 5. Results of the co-laboratory ‘New Media Landscape Now!’ – Problématique

On December 3, 2007, 19 journalists from media outlets island-wide met at the Classic Hotel, Nicosia, Cyprus, for five hours and again on 5 December for seven hours in a structured dialogue focusing on the triggering question:

**What factors inhibit the development and practice of effective journalistic ethics in Cyprus?**

The journalists proposed and described a total of fifty-three factors (also named as Obstacles) inhibiting them from practicing effective journalistic ethics, either ahead of the co-laboratory on our Wiki site or during the face-to-face dialogue with the entire group. These factors appear as obstacles in Table 1 ‘New Media Landscape Now – Problématique – List of Factors’. For detailed information about the meaning of each factor please refer to Table 2 ‘New Media Landscape Now – Problématique – Factors with Clarification’.



## 6. Contributors to the Dialogue

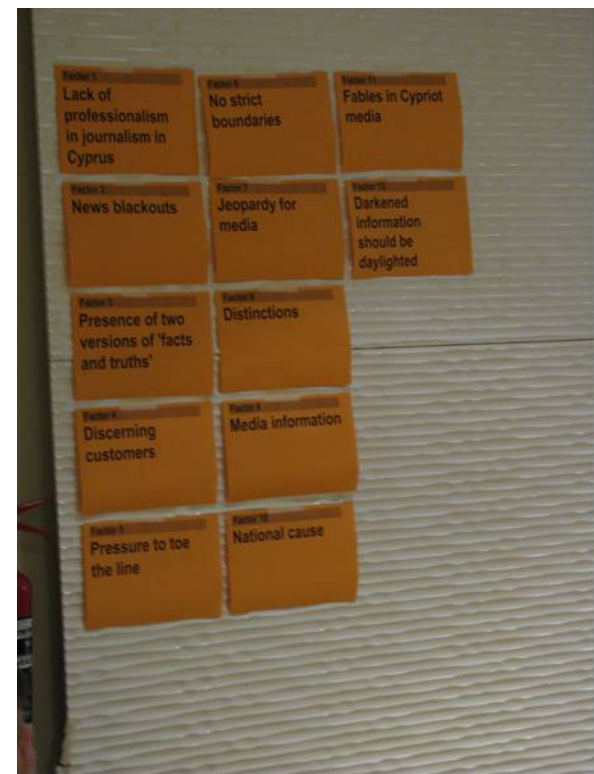
1	Alkan Muhtaroglu	Journalist, Eastern Mediterranean University, Faculty Communication & Media Studies, PhD candidate "The Role of Journalism Practices in Cyprus Conflict"
2	Ata Atun	TC Main Stakeholder - Chairman of the board of directors "Cumhuriyet Kuzey Kibris", Founder of SAMTAY FOUNDATION, member of Board to the International Scientific Academy of Turkish World, Professor, Near East University, Columnist for Today's Zaman
3	Bahar Taseli	Eastern Mediterranean University, Faculty of Communication and Media Studies, PhD candidate "Issues of Identity and Otherness in Cyprus"
4	Costas Yennaris	GC Main Stakeholder - Cyprus Broadcasting Corporation, Author of 4 books on Cyprus, first Greek Cypriot journalists to cross the Green Line and interview Raul Denktash
5	Emilia Strovalidou	GC Main Stakeholder - Public Information Officer, United Nations High Commissioner for Refugees in Cyprus
6	Hasan Kahvecioglu	TC Main Stakeholder - Owner Radio Mayis North Cyprus, journalist for Ortam newspaper and Politis
8	Maria Avraamidou	Journalist Astra Radio
9	Marina Christiofides	GC Main Stakeholder - Journalist and Novelist
10	Mayda Devin	TC Main Stakeholder - Journalist
11	Metin Ersoy	Eastern Mediterranean University, Faculty Communication and Media Studies, PhD candidate "Peace Journalism and News Coverage of Cyprus Conflict"
12	Muge Orun	Eastern Mediterranean University, Faculty of Communication and Media Studies, PhD candidate "Radio-TV and Film in Cyprus"
13	Onoufrios Sokratous	Journalist at ANT1 TV channel. He has his own TV programme
14	Ozcan Ozcanhan	TC Main Stakeholder - President of the Turkish Cypriot Journalists Union, columnist for AFRIKA newspaper, Journalist Kibris newspaper
16	Rosie Charalambous	GC Main Stakeholder - CyBC Radio 2 Journalist, "Round and About" program
17	Sanem Sahin	Eastern Mediterranean University, Faculty of Communication and Media Studies, PhD candidate " Turkish Cypriot news media and journalism"
18	Synthia Pavlou	Journalist at ANT1 TV channel and Researcher on a bi-communal Media Project
19	Yetin Arslan	Eastern Mediterranean University, Faculty of Communication and Media Studies, PhD candidate

## **7. Table 1: New Media Landscape Now – Problématique – List of Factors**

- 1:** Lack of professionalism in journalism
- 2:** News blackouts
- 3:** Presence of two versions of 'facts and truths'
- 4:** Discerning customers
- 5:** Pressure to toe the line
- 6:** No strict boundaries
- 7:** Jeopardy for media
- 8:** Distinctions
- 9:** Media information
- 10:** National cause
- 11:** Fables in Cypriot media
- 12:** Darkened information should be day lighted
- 13:** Media should not consider itself as the first power in the community
- 14:** Lack of criticism and also investigation
- 15:** The language that is used by the media is man's language and the woman is misrepresented
- 16:** Misrepresentation of different ethnic groups in media
- 17:** Need to consult several sources and present several views
- 18:** Because in this country there is needless fanaticism and nationalism where people are easily labeled traitors
- 19:** Biased reporting
- 20:** Various pressures exerted on journalists
- 21:** Lack of democracy and with a weak understanding of the accountability of the authorities
- 22:** The traditional progression of the printing presses of both communities that directed in the line of mission journalism
- 23:** Peace journalism news values needed
- 24:** Sloppy methodology
- 25:** The media should not be an instrument of political powers
- 26:** Not following the journalistic professional norms
- 27:** The use of state owned news agency as a main source of news
- 28:** The need for media literacy education both by media consumers and workers
- 29:** Media should encourage public feedback
- 30:** Inadequate professional education and training
- 31:** Laziness
- 32:** Lack of satisfactory wages
- 33:** media ownership
- 34:** 'us' vs. 'them' culture
- 35:** The job security and the size of Cyprus
- 36:** The journalists on this island should take risks despite being accused as a traitor by his/her own community
- 37:** Political and economic pressures
- 38:** ownership and control

## 7. Table 1: New Media Landscape Now – Problématique – List of Factors

- 39: biased publications and broadcasts because of fear of losing advertisements
- 40: journalists themselves
- 41: The hierarchy of journalism
- 42: community
- 43: pressure from editors to conform to specific agenda
- 44: Is it fair an ethic to take stand with the figures that represent the official line
- 45: Lack of investment in the sector
- 46: Tendency to comply with official policy
- 47: Ineffective union of journalists
- 48: The need of double check and self-criticism
- 49: self-censorship
- 50: effective complaints procedure
- 51: Ineffective industrial actions by trade unions and organisations
- 52: Is journalists being embedded in 'national issue'?
- 53: External influences and vested interest
- 54: Government in power
- 55: Involvement of emotions



## 8. Clustering the Factors

The participants altogether grouped these 53 factors into eleven categories based on common attributes among the factors identified by the Cyprus Journalists. These categories were named the following: (1) Professional standards, (2) Environment of political separation between Sides, (3) Active citizens-media literacy, (4) Pressures on journalists, (5) Arrogance of media, (6) Men dominating, (7) Journalists embedded in political life, (8) Journalists taking action, (9) Further education, (10) Financial pressures, (11) Independence of journalists. For more detailed information, refer to Figure 1 'New Media Landscape Now! – Problématique – Classification of Factors'.

### 8.1 Prioritizing the Obstacles

After having generated, clarified, and clustered the obstacles, each participant chose five factors that they thought were the most important. As shown in Table 3 'New Media Landscape Now! – Problématique – Voting Results of the Factors', 22 factors received one or more votes. The four dominant statements that received five or more votes are:

- |                                |  |
|--------------------------------|--|
| <b>Factor #1</b><br>(8 Votes)  | <b>Lack of professionalism</b>   |
| <b>Factor #20</b><br>(8 Votes) | <b>Various pressures exerted on journalists</b>                                |
| <b>Factor #23</b><br>(5 Votes) | <b>Peace journalism news values needed</b>                                     |
| <b>Factor #25</b><br>(5 Votes) | <b>The media should not be an instrument of political powers in journalism</b> |



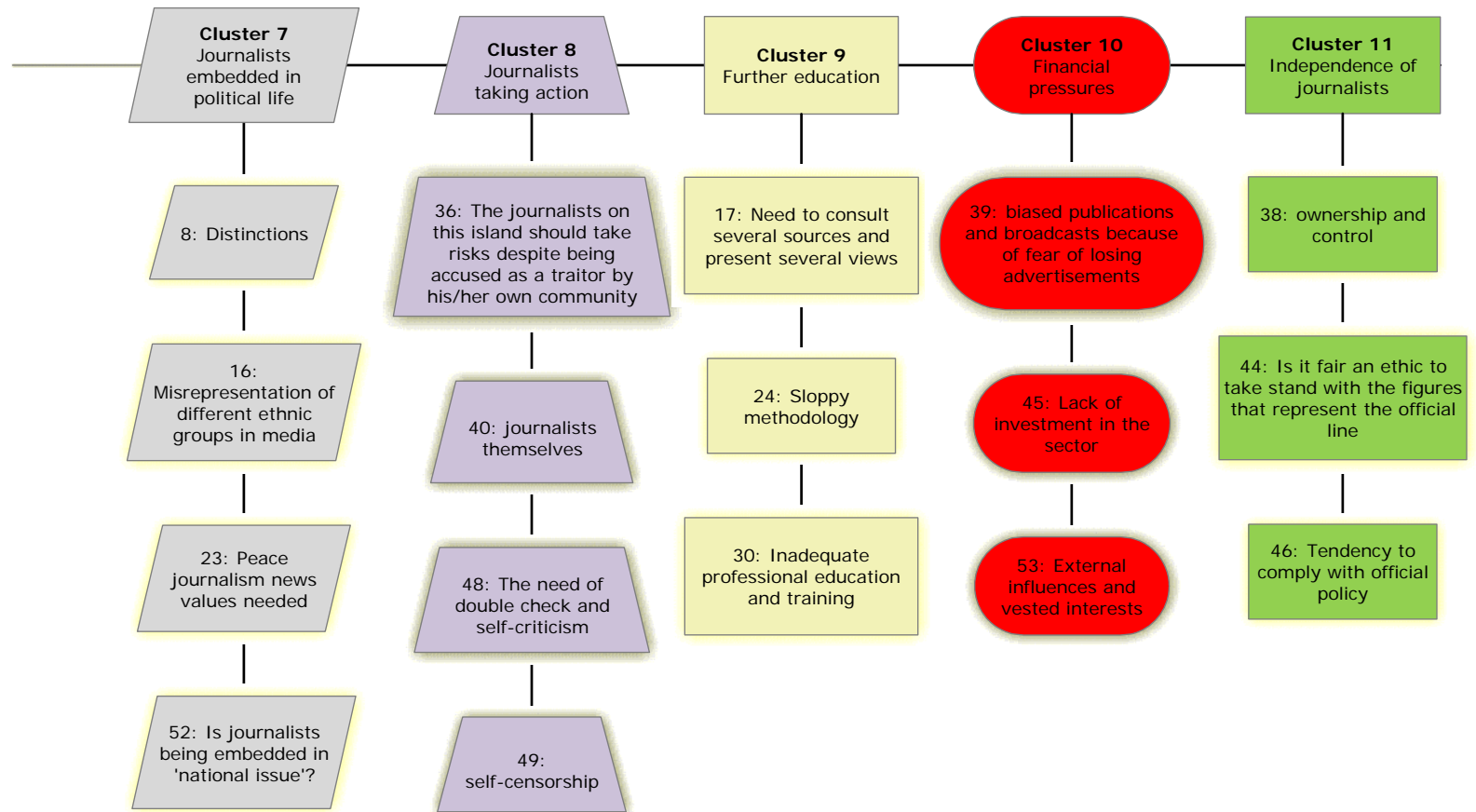




# 9. Figure 1: New Media Landscape Now – Problématique-Clustering the Factors



## 9. Figure 1: New Media Landscape Now – Problématique-Clustering the Factors



## 10. Table 3: New Media Landscape Now – Problématique-Votes

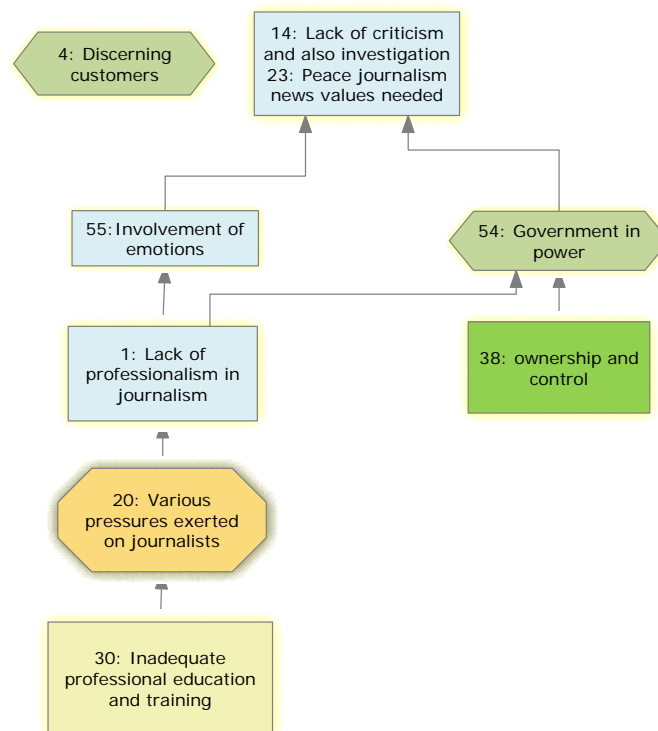
- 1: (8 Votes) Lack of professionalism in journalism
- 20: (8 Votes) Various pressures exerted on journalists
- 23: (5 Votes) Peace journalism news values needed
- 25: (5 Votes) The media should not be an instrument of political powers
- 4: (4 Votes) Discerning customers
- 14: (4 Votes) Lack of criticism and also investigation
- 11: (3 Votes) Fables in Cypriot media
- 16: (3 Votes) Misrepresentation of different ethnic groups in media
- 22: (3 Votes) The traditional progression of the printing presses of both communities that directed in the line of mission journalism
- 35: (3 Votes) The job security and the size of Cyprus
- 15: (2 Votes) The language that is used by the media is man's language and the woman is misrepresented
- 21: (2 Votes) Lack of democracy and with a weak understanding of the accountability of the authorities
- 26: (2 Votes) Not following the journalistic professional norms
- 30: (2 Votes) Inadequate professional education and training
- 34: (2 Votes) 'Us' vs. 'them' culture
- 8: (1 Votes) Distinctions
- 9: (1 Votes) Media information
- 13: (1 Votes) Media should not consider itself as the first power in the community
- 24: (1 Votes) Sloppy methodology
- 27: (1 Votes) The use of state owned news agency as a main source of news
- 28: (1 Votes) The need for media literacy education both by media consumers and workers
- 33: (1 Votes) Media ownership

Total Votes Cast: 63

## 11. Figure 2: New Media Landscape Now! – Problématique – Root Cause Map

The voting results were used to select factors for the subsequent structuring phase to identify inter-relations among the generated factors. Participants managed to structure only 8 factors during the time available. A smaller group volunteered to structure some more Factors in a subsequent meeting.

The following Figure which is considered as Table 4 ‘New Media Landscape Now! – Problématique – Root Cause Map’ shows the resulting influence tree map. The 8 factors were structured within five levels and are related according to the influence they exert on each other. Those factors that appear lower in the Root Cause Map, hence are positioned at the root of the tree, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, **Factor 30: Inadequate professional education and training**, located at root level in the map appears to exert significant influence on many of the other factors appearing higher on the Map. Also, **Factor 38: Ownership and control** is a root cause as well (since no arrows feed into this Factor from Factor #30).



## 12. Discussion of Results and Conclusions

The greatest value of this methodology lies in its power to identify the root causes of a problematic situation and highlight the ideas that are most influential when one attempts to achieve progress. We will therefore begin the interpretation of the results with a discussion that focuses on the “deep drivers,” i.e., the items that appear at the root of the map. The map will be contrasted and compared with regard to their respective most influential ideas.

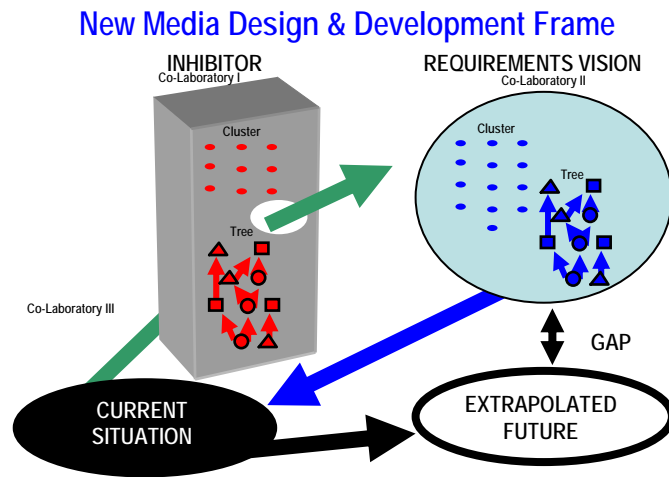
A summary of the work products of the bi-communal group includes:

- The list of the fifty-three inhibitors or list of factors (these ideas were distributed as Table 1 during the co-laboratory and are also attached to this summary).
- The pattern displaying the classification of the fifty-three inhibitors in eleven similarity clusters with such labels as: Professional standards, Active citizen-media literacy, financial pressure, and other labels for clusters (see Table 2).
- The results of participants voting, on an individual and subjective basis, for the inhibitors of higher relative importance in the context of the triggering question (see Table 3).
- The map of inhibitors of higher relative importance displaying the influence relationship among them, and drawing distinctions between strong and weak leveraged inhibitors (see Table 4)

Following a process of clustering, selecting and exploring influences among different ideas, the participants came up with an influence map. The mapping process enables the diverse group of Cyprus Journalists stakeholders to identify the root causes that contribute to their problematic network and highlight the ideas that will be most influential in their goal to create a New Media Landscape Now!

### Interpretation of Figure 1 and Table 3:

The significance of structuring the fifty-three inhibitors in eleven similarity clusters is that the meanings of the inhibitors proposed by the participants become more transparent when seen in relation to other similar ideas. For example, by focusing on **Cluster 1: Professional standards** one can appreciate the type of inhibitors that would need to be addressed in this category in order to achieve the ideal Media landscape model. Other cluster names such as **Environment of political separation between sides, Arrogance of Media, Men dominating**, etc., paint a picture of the wall of inhibitors that must be torn down or penetrated in order to achieve the transformation to the ideal media landscape from the current situation, as graphically shown in the schema below:



It should be recognized, that the eleven clusters exhibited in Figure 1 represent the dimensionality of the problem situation and the challenges to be addressed by the bi-communal group in designing and implementing an action plan for making progress toward the attainment of the ideal state for the Cyprus media. The systemic principle of requisite variety demands that the design and development of the New Media Landscape in Cyprus should address all the clusters/dimensions shown in Figure 1.

In addition to making the meaning of the fifty-three inhibitors more transparent, Figure 1 helps in the identification by the participants of the inhibitors of higher relative importance by means of individual and subjective voting. It is easier and more reliable for the participants to vote on the relative importance of the fifty-three inhibitors by using the pattern of Figure 1. As shown in Table 3, twenty-two inhibitors received one or more votes. If the same five inhibitors had received all the votes, then there would be 100% agreement among the members of the bi-communal group in terms of relative importance. Because 22 inhibitors received at least one vote, the agreement in terms of relative importance is equal to 68%, which is 18% higher than the average measure of agreement obtained from over 500 applications of the co-laboratory approach to participative design and problem solving. The degree of agreement in terms of preference voting is an indicator of the complexity of the situation and the need to engage a bi-communal group in a disciplined dialogue. Hence, in light of the metric of 68% agreement among the participants on the set of inhibitors to the realization of the ideal media landscape model, the design and development of the model should be considered as a complex challenge for the community of stakeholders.

The four inhibitors that emerged as relatively more important are:

- INHIBITOR 1: LACK OF PROFESSIONALISM IN JOURNALISM (8 Votes)
- INHIBITOR 20: VARIOUS PRESSURES EXERTED ON JOURNALISTS (8 votes)
- INHIBITOR 23: PEACE JOURNALISM NEWS VALUES NEEDED (5 votes)
- INHIBITOR 25: THE MEDIA SHOULD NOT BE AN INSTRUMENT OF POLITICAL POWERS (5 votes)

Notice that two of the four inhibitors that emerged as dominant from the individual and subjective voting are dealing with the issues of professionalism and education of the journalists. Also it is interesting that Inhibitor #55 emerged as a dominant one in terms of the voting results, even though a participant proposed it toward the end of the dialogue.

### **Interpretation of Figure 2:**

Figure 2 displays the relationship of influence among ten inhibitors that emerged as being relatively more important from the voting results (Table 3). This figure should be read from bottom up. Inhibitors located at Level I at the top do not exert any leverage on other inhibitors because no arrows originate from those inhibitors. On the other hand, because influence propagates upwards, those inhibitors that are located deeper in the tree-like figure are stronger in terms of exerting leverage on other inhibitors located at the higher levels. When an arrow connects two inhibitors it implies that the inhibitor at the beginning of the arrow will impact the capacity to address the other at the end of the arrow. For example, looking at Figure 2 one sees that in accordance with the supermajority vote of the participants, the inhibitor of the inadequate professional education and training (Inhibitor #30 at Level V) is capable of influencing practically all the other inhibitors displayed on the Map, with the exception of **Inhibitor #4: Discerning customers**. This inhibitor appearing at the top of the Map (Level I) does not impact any other of the inhibitors on the Map and is not impacted either. It is in other words independent of the other inhibitors and will not have any influence on them. In terms of developing a strategy for making progress toward the attainment of the ideal media landscape the inhibitor to focus attention and resources is Inhibitor #30 at the toot of the Map. Inhibitors #12, 14, and 23 located at the top of the Map are in a cycle of mutual influence.

When two or more inhibitors are in a cycle of mutual influence, it means that making progress in addressing one will influence the capacity to address the other, and vice versa. Cycles of inhibitors represent the emergence of new entities, like the combination of hydrogen and oxygen produces water. Cycles require special attention in terms of the community of stakeholders addressing the inhibitors included in the cycle.

The one inhibitor in Figure 2 that exerts the strongest leverage on all other inhibitors at higher levels is:

#### ○ INHIBITOR 30: INADEQUATE PROFESSIONAL EDUCATION AND TRAINING

This particular inhibitor located at the root of the tree of Figure 2 is the most influential and also was voted as one of the most important inhibitors as shown in Table 3.



## Conclusion

By engaging the bi-communal group in a disciplined dialogue, the NMLN initiative enabled them to derive a large number of inhibitors (53), clarify their meanings (Table 2), identify those of higher relative importance (Table 3), and derive graphic patterns displaying the similarity and influence relationships among the important inhibitors (Figures 1 and 2). The dialogue made it possible for the participants to identify the dimensions of the problem situation in terms of the 'eleven clusters of inhibitors' and draw distinctions between fundamental strong leverage inhibitors at the bottom of the Root Cause Map and symptomatic inhibitors along the branches of the Map.

In the next co-laboratory the bi-communal group will reflect and elaborate on the wall of inhibitors as described in Co-laboratory I, and proceed to focus on a triggering question that will identify descriptors for the ideal image of the New Medial Landscape initiative as shown schematically by diagram showing the frame for this initiative.



## 13. 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 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 centers 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 center 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.

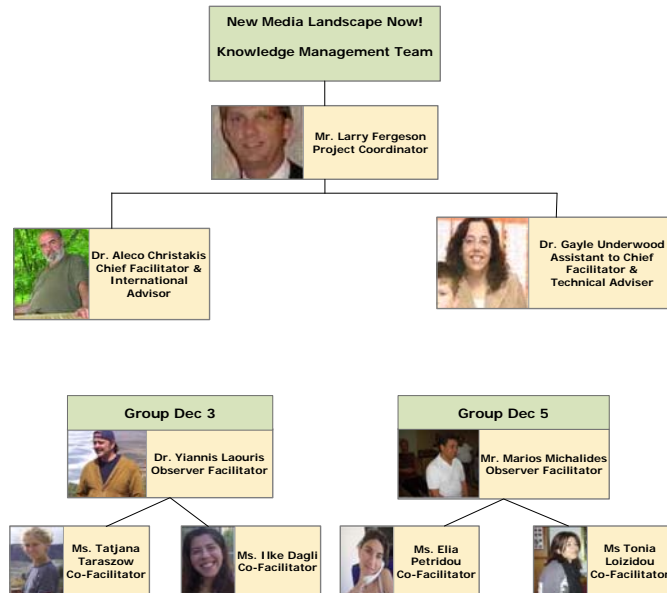
### Where can I read more about SDDP?

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



# Organizational Chart of SDDP co-laboratory, New Media Landscape Now!



## Dr. Aleco Christakis



Alexander N. Christakis, PhD has 35 years experience in developing and testing methods for engaging stakeholders in productive dialogue. He is then author of over 100 papers on stakeholder participation, most recently the book *How People Harness their Collective Wisdom and Power to Create the Future* (2006).

He is past President of the International Society for the Systems Sciences (2002). He is member of the Board of the Americans for Indian Opportunity (AIO) and Advisor to the AIO and a advisor to the Ambassador's leadership program for engaging tribal leaders from the USA and internationally.

## Ms. Gayle Underwood



Gayle Underwood works in Michigan, USA as a Technology Integration Consultant for Allegan Area Education Service agency. She has a MA in Speech and Language Pathology and has focused her career on helping students with special needs to use technology to

be able to communicate and to participate more fully in school. She is now focusing on bringing 21st Century skills into the classroom so that teachers are preparing all of their students for the real world.

## Mr. Larry Ferguson



Mr. Ferguson is the Project Coordinator for the New Media Landscape Now project. He also works in Programme Development and is a Conflict Resolution Consultant working on various projects island-wide. He started with CNTI as a Research Associate while a graduate student in the Conflict Resolution Graduate Program at Portland State University and continued living in Cyprus past

his thesis research as a part-time Associate in 2004. His interests include applications of technology to promote transparency, fight exclusion and human trafficking as well as a tool to bridge the digital, literacy and economic divide. He now returned to Cyprus and re-assumed his responsibilities as part-time Coordinator of the Talk of the Island project.

### Dr. Yiannis Laouris



Dr. Laouris is a Senior Scientist and President of CNTI. Heads the “New Media in Learning,” and the Neuroscience Lab. Neuroscientist (MD, PhD) and Systems engineer (MS) trained in Germany and the US. He publishes in the area of learning through computers, the web and mobile phones and about the potential role of IT to bridge the gaps (economic, gender, disabilities etc.) in our society. Participates in Cost219: Accessibility for All, and Cost276: Knowledge Management. Laouris was a co-founder of a chain of computer learning centers for children ([www.cyber-kids.com](http://www.cyber-kids.com)). He is the Executive Director for the CyberEthics project.

### Mr. Marios Michaelides



Marios has been actively involved in bi-communal dialogue groups in Cyprus for the last 15 years. His primary interest is facilitating stakeholder groups using structured dialogue methods. He works at a management development centre in Nicosia. He studied Engineering and Management in the US.

### Ms. Ilke Dagli



Ms. Dagli has a BA degree in European and International Politics from University of Northumbria, UK as well as a Master degree in Security and Development from University of Bristol, UK. Since January 2007 Ms. Dagli is working at the Cyprus EU Association. She is a trained SDDP facilitator with extensive experience in co-laboratories involving politicians, economists and media people.

### Ms. Tatjana Taraszow



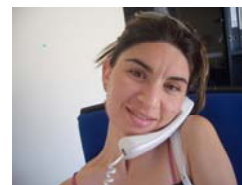
Ms. Taraszow has a Master degree in Psychology with the emphases on Media, Educational, and Organizational Psychology (Wuerzburg, Germany, University of Tuebingen, Germany; McGill University, Canada) as well as Political Science as an elective. She is a trained Mediator, trained facilitator of SDDP and in the process of being trained in Nonviolent Communication (NVC). Since February 2007 she is furthermore the south coordinator of the bi-communal Civil Society Dialogue Project. Ms. Taraszow is working in on the development of the scientific grounding and theory for the role that the “categorization ability” plays in learning.

### Ms. Tonia Loizidou



Ms. Tonia Loizidou holds a BSc in Psychology (Central Michigan University, USA) and MSc in Applied Psychology (Brunel University, UK). She is coordinating the Peaceful Europe project and maintains the psychologist’s position for the Unit for the Rehabilitation of Victims of Torture. She is a trained SDDP Facilitator.

### Ms. Elia Petridou



Ms. Petridou has received her Bachelor of Arts degree in New Jersey City University with a double major in Economics and Political Science, and a Masters in International Relations from McGill University. Previously she served as coordinator for the Media literacy and the EU Citizenship projects. Ms. Petridou is also a trained facilitator for the Structured Dialogic Design Process and serves as the Secretary of the Cyprus Intercultural Training Initiative.







A group picture taken at the completion of the second co-Laboratory

**Contact Details**

Dr. Yiannis Laouris  
President of Board and Senior Scientist  
Cyprus Neuroscience & Technology Institute  
New Media in Learning Unit  
5 Promitheos, 1065 Nicosia, Cyprus  
Tel +357 22 873820 Fax +357 22 873821

The information provided in these booklets is correct at the time of print.  
For updated versions or further information, please visit the website



Copyright 2006-2007  
Future Worlds Center  
(registered name: Cyprus  
Neuroscience & Technology Institute)  
ISBN XXXXXXXXXXXXXXXX