

If all you have is a hammer

Every problem is a nail

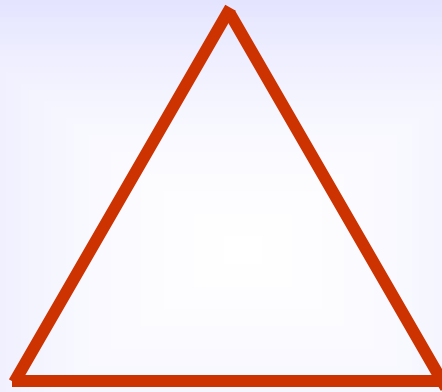
Despite our faith in technology and our reliance on technological solutions, there are no technical solutions to most of the problems confronting human beings. Furthermore, even those technical solutions that can be applied to environmental problems can't be applied rationally until mankind transcends the intellectual limitations imposed by our institutions, our philosophies, and our cultures.

Edward T. Hall, Beyond Culture

Interrelated aspects individuals bring to a process

Procedural

- process is genuine
- allows enough time
- balanced
- fair
- inclusive
- rigorous

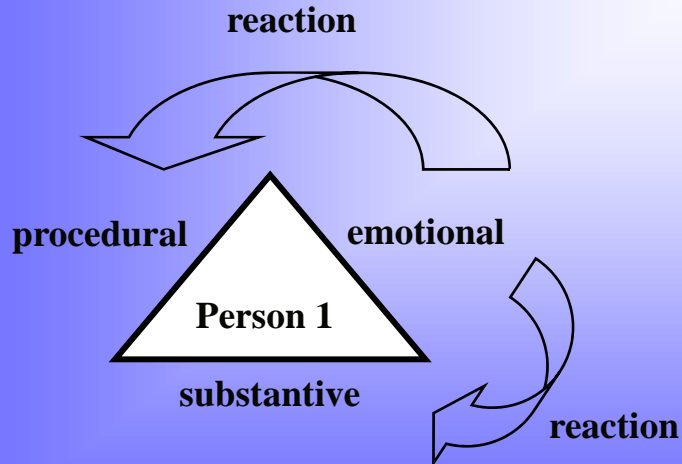
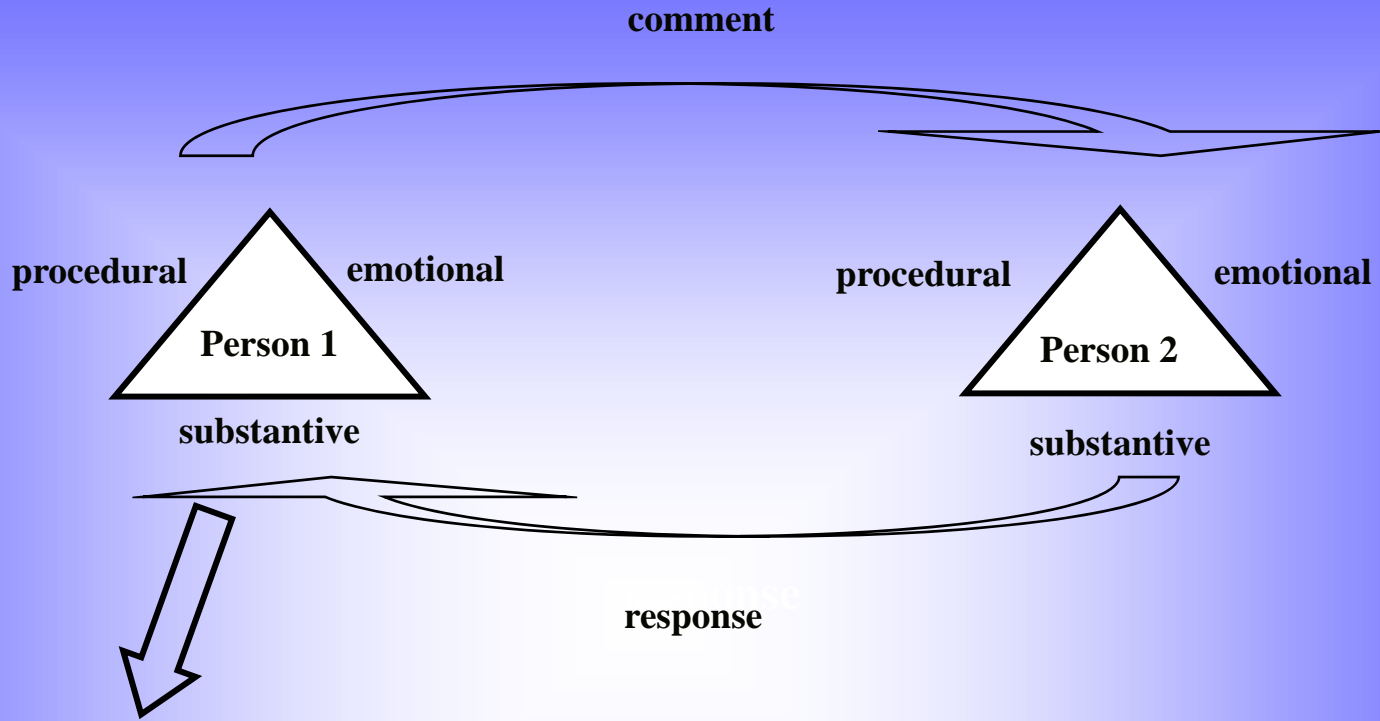


Emotional

- need to be:
 - acknowledged
 - listened to
 - respected
- concept of ‘face’

Substantive

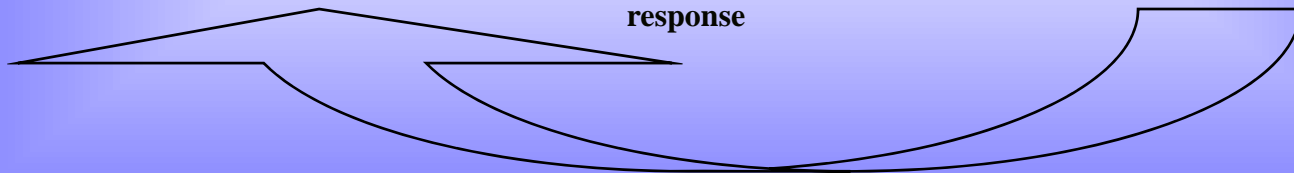
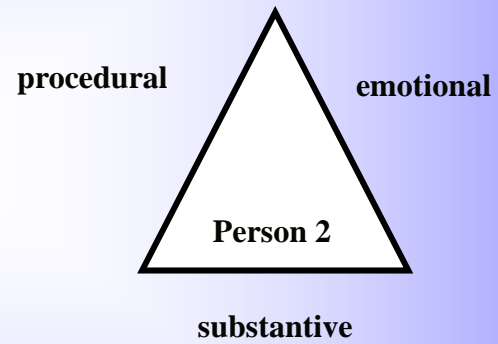
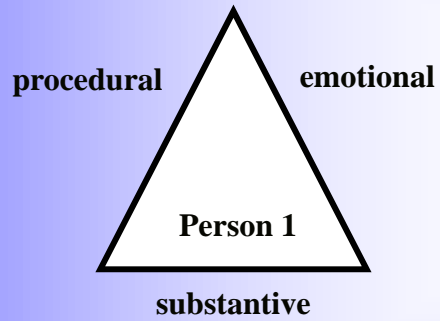
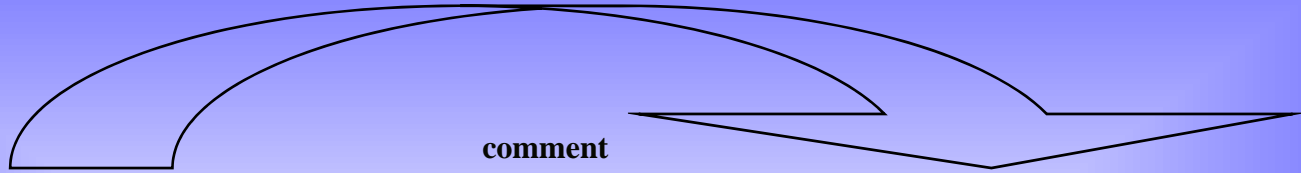
- knowledge
- expertise
- experience
- opinions



For example:

Person 1 may believe the response from Person 2 to their comment is questioning Person 1's expertise. This may lead Person 1 to doubt the process or Person 2's own professional abilities/ expertise.

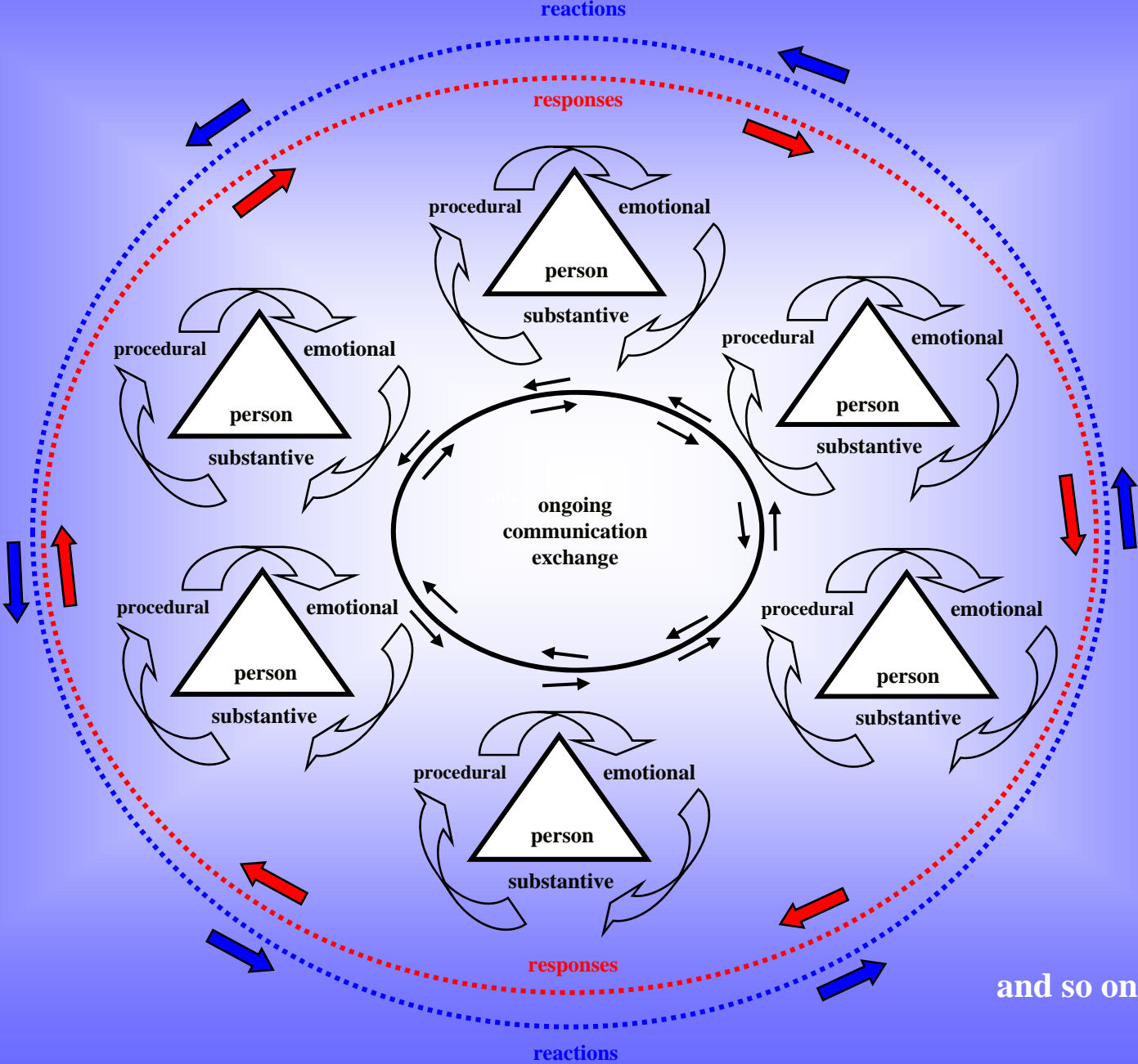
response to response



response

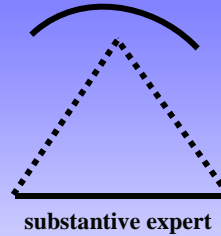
response to response to response

Multiple individuals involved

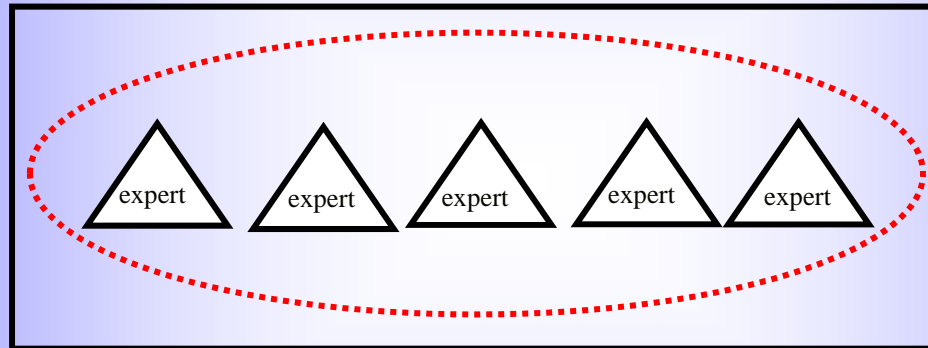


and so on

not necessarily chosen for procedural expertise



manages



procedural and emotional aspects continue to influence may not be directly addressed



push to particular solutions

- other approaches may be missed
- high levels of dissatisfaction may be experienced
- key elements of problem solving may be ignored.

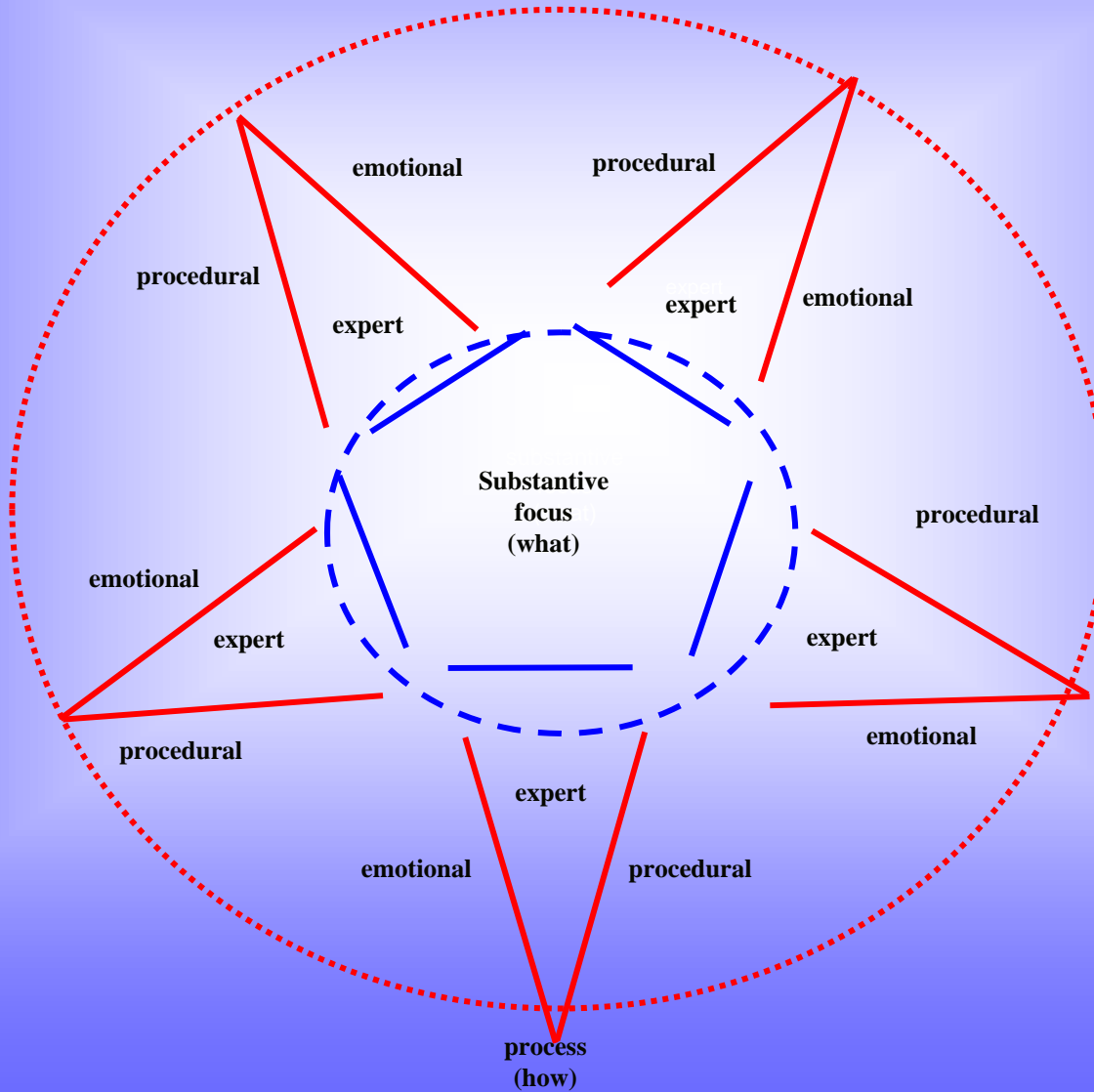
procedural expertise

procedural

emotional

process expert

Process expert designs and manages process whereby substantive experts engage with each other allowing for optimum substantive focus



**All of us
together
know more than
any of us
alone**