

The TOPOI model

TONGUE:

Each person's verbal and non-verbal language: meanings and interpretations

ORDER:

Each person's views and logic concerning the issues at hand

PERSONS:

How each person views him or herself, the other and the mutual relationship

ORGANIZATION:

The organizational and societal context

INTENTIONS:

Each person's underlying motives, emotions, values, needs and desires (appeal)

Core reflection for each TOPOI area

- 1 *What is my share?* What do I do? What do I say that makes the other person act in this way?
- 2 *What is the other person's share* that makes me act in this way?
- 3 *What is the influence of the social contexts (common senses)* making the other person and myself act in this way?

The TOPOI model – Tongue

Each person's verbal and non-verbal language: meanings and interpretations

Reflection

- *What is my share?* What do I say, how do I say it, and what do I express non-verbally? What is my interpretation of what the other says, and what he or she expresses non-verbally?
- *What is the other person's share?* What does the other say, and express non-verbally? What is his or her interpretation of what I say, and what I express non-verbally?
- *What is the influence of the social contexts (common senses)* on what each person says and expresses, verbally and non-verbally, and on the interpretation of each other's verbal and non-verbal language?

Intervention

- 'Reading the air': sensing what the other is trying to convey (between the lines).
- Taking each person's language command and position into account.
- Observing body language with all senses.
- Checking and explaining the meanings of each person's verbal and non-verbal messages.
- Allowing acceptable differences.
- Giving and inviting feedback.
- Clarifying the influence of the social contexts (common senses) on what each person expresses, verbally and non-verbally, and on the interpretation of each other's verbal and non-verbal language.

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The TOPOI model – Order

Each person's views and logic concerning the issues at hand

Reflection

- *What is my share?* What are my views and logic concerning the issues at hand?
- *What is the other person's share?* What are the other person's views and logic concerning the issues at hand?
- *What is the influence of the social contexts (common senses)* on each person's views and logic and on the meanings they attribute to each other's views and logic?

Intervention

- 'Reading the air': sensing how the other person views the issues and what her or his logic is.
- Checking and recognizing the views and logic of the other person.
- Clarifying one's own views, logic and assumptions.
- Clarifying differences and/or letting them be, emphasizing commonalities.
- Reframing: creating a new (mutual) view or logic.
- Clarifying the influence of the social contexts (common senses) on each person's views and logic and on the meanings they attribute to each other's views and logic.

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The TOPOI model – Persons

How each person views him or herself, the other and the mutual relationship

Reflection

- *What is my share?* In which role and with what image do I approach the other? How do I see and experience the mutual relationship?
- *What is the other person's share?* In which role and with what image does the other approach me? How does the other person see and experience the mutual relationship?
- *What is the influence of the social contexts (common senses)* on how each person presents her or himself and on how they view each other and their mutual relationship?

Intervention

- 'Reading the air': sensing what roles, expectations and nature of the relationship are at play.
- Clarifying and recognizing the roles and expectations of the other.
- Clarifying one's own role and expectations.
- Exploring the images each person has of the other.
- Clarifying the mutual relationship.
- Clarifying the influence of the social contexts (common senses) on how each person presents her or himself and on how they view each other and their mutual relationship.

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The TOPOI model – Organization

The organizational and societal context

Reflection

- *What is my share?* What are the organizational factors from my side and the power relations that impact the communication?
- *What is the other person's share?* What are the organizational factors and power relations from his or her side that impact the communication?
- *What is the influence of the organizational and societal context* on the communication?

Intervention

- 'Reading the air': sensing how things are organized and what the societal context is.
- Clarifying the functional framework of the interaction.
- Realizing and raising the issue of power relations and mechanisms of exclusion.
- Rearranging one's own 'organization': inclusive diversity management.
- Utilizing difference as an added value for reaching organizational goals.
- Checking and recognizing the organizational factors from the other side.
- Clarifying the influence of the organizational and societal context on the communication.

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The TOPOI model – Intentions

Each person's underlying motives, emotions, values, needs and desires (appeal)

Reflection

- *What is my share?* What motivates me? Do I see and recognize what motivates the other person?
- *What is the other person's share?* What motivates the other person? Does the other person see and recognize what motivates me?
- *What is the influence of the social contexts (common senses)* on each person's motivation and recognition of the other's motivation and appeal?

Intervention

- 'Reading the air': observing with all senses what motivates the other person and what appeal he or she is making.
- Clarifying what motivates the other person.
- Observing the other person's emotional responses, recognizing and validating them.
- Making one's own motivations, desires and needs explicit.
- Awareness of the distinction between intentions and effects.
- Focusing on the effects of the communication.
- Clarifying the influence of the social contexts (common senses) on each person's motivation and ability to see and recognize the other's motivation and appeal.