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Enablers of Creative Dialogue

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The purpose of this research is clarifying the enablers of the dialogue which observes the knowledge conversion process shown in the "knowledge creation company" (Nonaka and Takeuchi, 1995), promotes the knowledge conversion process in a group level, and performs creative problem solution by these new knowledge created one after another, i.e., a creative dialogue. The practical meaning of this research is contributing to the improvement in intellectual productivity of a problem solution type meeting. Scientifically, things lead clearly the enablers of the dialogue of the group level that creates knowledge to the detailed description of a knowledge conversion process in knowledge creation theory. The beginning of the awareness of the issues of this research is in a WAIGAYA joint research project. It is one form of a creative dialogue about various questions and the problem over an opinion of WAIGAYA joint research.

Collection of research data performed participation observation by Fleishman-Hillard Japan, Inc. which is performing WAIGAYA which is one of the creative dialogues in a company, and the hypothesis about enablers were set up from experience and observation of WAIGAYA. Moreover, the dialogue experiment was conducted in order to verify the enablers hypothesis. The knowledge acquired as a result of participation observation is as follows.

- Evaluation and the rule should form the justification standard of a dialogue and it should be thought that evaluation is tolerant and it is the enable of a creative dialogue that a rule is moderate.
- After repeating a series of idea proposed to the place of a dialogue, a redundant utterance which describes the opinion of oneself should promote a dialogue.

- Although it is very difficult to manage the role of constructive criticism, it is the important enabler that cannot be lacked as a enabler of a creative dialogue.
- Expressing to a figure the idea of oneself and a series of idea proposed to the place of a dialogue should promote a dialogue.

Moreover, the enabler hypothesis of the creative dialogue that also unites the hypothesis from joint research and tries verification by experiment is as follows.

Enablers - which makes a justification standard -

- Tolerant evaluation: tolerant evaluation promotes offer of the idea of the place of a creative dialogue.
- Moderate rule: a moderate rule promotes the time efficiency of a creative dialogue process.
- The evaluation to the process idea as constructive criticism: constructive criticism is a enabler which eliminates the conversion of the view point and adherence of a creative dialogue.
- Simple interrogative: Since a simple question demands to convert to explicit knowledge from a partner, it is a enabler to which expression at the place of a creative dialogue is urged.

Enablers of a dialogue

- Redundant utterance: A redundant utterance promotes the share in a creative dialogue process.
- Effective question: Since an effective question demands offer of knowledge from the conversion of the viewpoint and a partner, it is the enabler of a creative dialogue.
- The utterance that shows the utterance: Directivity that shows directivity is a promotion factor that brings the conversion of the view point to a creative dialogue.
- The dialogue of a dialogue: pile of a pile promotes the interaction of a creative dialogue.

Enabler of the whole of a process

- The thinking that avoids the thinking: The thinking that avoids adherence is a factor required for a creative dialogue.

A dialogue experiment is the indirect observation (video) of the problem solution process by the group dialogue supposing the official meeting of a company. It analyzes by creating

various data from record, and the following things were shown.

- Since the dialogue of a pile is defined as continuation of concord, it is considered to be the enabler of a dialogue.
- The utterance that shows directivity has the proper number of times by the problem.
- As for the utterance that shows directivity, being equally provided from a participant is desirable.
- Adherence of a group can be measured according to the stage of changes of subject, and a repetition, and since the utterance that shows the prevention nature of adherence and directivity is equal, adherence is avoidable.

About the following hypothesis, it was not observed in this experiment.

- Redundant utterance
- Effective question
- Constructive criticism

A creative dialogue is considered that two types, an intuitive dialogue and an analytic dialogue, exist, and new discovery. It is a future research subject to build a new pursuit of enablers and the model of these two new creative dialogues by making the comparative analysis of the enablers which were not verified this time and the mechanism of the creative dialogue of two types. These two creative dialogues hide a possibility of solving the method of creating the knowledge by the dialogue that is not yet established.