

## Equal participation...

- Everyone participates. Not just the few who speak the most and the loudest
- People give each other time to think and show patience, allowing everyone to fully express their thoughts
- There is room for opposing perspectives in the same space
- People support each other with encouraging and curious questions—"Was this what you meant?"
- Each participant makes an effort to actively listen to the person speaking
- Everyone listens to each other's ideas because they know their own ideas will also be heard
- People avoid talking behind each other's backs
- Everyone can accurately present each other's perspectives and the reasons behind them—even if they disagree
- Everyone expresses their perspective during discussions
- Everyone knows what others think
- When a decision is reached, it is assumed that the decision still reflects various perspectives

## Unequal participation...

- Those who think the fastest and talk the most get the majority of the speaking time
- People frequently interrupt each other's flow of speech
- Differences of opinion are understood as a conflict that must be suppressed or resolved
- Questions are perceived as a challenge to what the person has said—as if the person has done something wrong by contributing input
- Unless the speaker grabs attention, people tune out, check their phone, or otherwise signal that what is being said is not important
- People struggle to listen to one another because they are busy preparing what they want to say next
- Because people feel it is not acceptable to be direct during group meetings, they talk behind each other's backs outside of the meetings
- People can only give superficial accounts of others' opinions, and the reasons behind these are understood as being against their own opinions
- Some remain silent during discussions. People are unsure of what others think
- When a decision is reached, it is assumed that everyone thinks exactly the same