

Leading a Focused Conversation with ORID

ORID is a participatory conversation tool that allows the facilitator to move a group toward action. There is no need to explain the framework or announce that you are moving through the stages; it works best when participants experience it as seamless.

Observe

Begin by asking a straightforward question that any participant can answer. Encourage the group not to rush to “make meaning”; you’ll get there! *Sample questions:*

- What was one detail—an image, a word—that jumped out?
- How would you summarize it?
- What were the main points you heard?

Respond

Invite emotional or intuitive reactions. These questions add subjectivity, which inspires conversation and clarifies the emotional stakes of the conversation. *Sample questions:*

- How do you feel about it?
- What was the high point? The low point?
- Does it remind you of anything?
- How did the team react?

Interpret

Now help participants evaluate the significance of what is being discussed—“what it means.” You may need to ask multiple interpretive questions to help participants appreciate the system that is operating. *Sample questions:*

- What can we learn?
- What is the most important part for us?
- What root causes are operating underneath what we’re seeing?
- What data or analysis would help us understand it better?

Decide

End by deciding on actions to take. Ensure that someone is taking notes on who will do what by when, and distribute those notes after the meeting. *Sample questions:*

- What can we test by Tuesday?
- What’s the most obvious action we should take?
- How is this changing your thinking?
- Who can help us take action—and who will reach out to them?