



Dimension 4: Dialogue & Listening

What this dimension captures:

- The candidate's **openness to challenge and contradiction**
- Their ability to **listen deeply**, not just reactively
- Use of **dialogue as a tool for growth and meaning-making**
- Whether they initiate, facilitate, or systematize dialogue in their environment

Level	Title	Observable Indicators
L1	Transactional Communicator (<i>UBS: IC</i>)	- Listens to respond or complete a task- Avoids disagreement or shuts down emotionally- Doesn't ask follow-up questions- Rarely reflects on what others said or meant
L2	Respectful Responder (<i>UBS: Project Manager</i>)	- Listens politely but stays surface-level- Only responds when confident- Asks clarifying questions occasionally- Defers to authority without testing ideas
L3	Thinking Partner (<i>UBS: Program Manager</i>)	- Seeks intellectual tension to learn- Uses dialogue to refine ideas- Can name how someone else's input changed their thinking- Comfortable with "I hadn't thought of it that way" moments
L4	Dialogue Facilitator (<i>UBS: Strategist</i>)	- Frames questions to invite depth from others- Holds ambiguity in discussion without anxiety- Manages group dynamics in SDs or LDI- Guides teams from disagreement to clarity
L5	Cultural Listener (<i>UBS: Leader</i>)	- Signals listening through tone, body, and framing- Models how to disagree with grace- Encourages psychological safety in peer or team settings- Holds the listening standard in high-stakes moments
L6	Dialogue System Builder (<i>UBS: Institution Builder</i>)	- Builds rituals, prompts, or frameworks for group dialogue- Crafts question banks, SD formats, or tools that scale reflection- Designs listening-based systems for organization-wide alignment- Makes listening a pillar of org or community identity Creates frameworks, rituals, and platforms to sustain generative conversation at scale.