

To Speak or Withhold

Desired Outcome: To communicate in a comfortable & safe manner

ORGANIZATIONAL OUTCOMES

1. Organizational learning is consistently limited.
2. Ineffectiveness abounds.
3. Political maneuvering is the norm.

INITIAL CONDITIONS

1. Individuals have many experiences interpreting human behavior & determining what makes for safe & effective action.
2. Many interpretations are often automatic and experienced as "intuitively obvious."
3. If their interpretations of others' intent or effectiveness are negative, then testing them openly with the individual(s) is often perceived as embarrassing, risky, or of little use – "they will just deny it."

INDIVIDUAL RESULTS

1. Individuals rarely learn that their perception of others' willingness to discuss issues & their judgments of others' intent or motives are inaccurate.
2. Individuals act in ways that are ineffective & unjust while holding others responsible for not being willing or able to learn or change.

THEREFORE

"What is obvious" – experienced as accurate or determined to be risky or embarrassing is rarely openly discussed & tested.