

CHAPTER 9: IDENTIFYING MISSING ACTIONS

“conversations shape action...”

Our current cultural common sense understanding of action is „acts that shape subsequent movement“. However, the claim we make at IGL is that all action is shaped by language, and the generative acts of language are the actions that shape subsequent actions (which I call „execution“ in this book). So, in effect, action equals generative acts in language, and also, physical action that is shaped because of these generative language acts.

Missing Conversations If Generative acts of language shape action, what it means is that conversations shape action. We then need to distinguish missing actions to take so that we can achieve the new created future.

Talk is powerful. You need to engage in the right conversation at the right time. This is crucial for your personal and organizational success. To look for the missing conversation is not a part of our cultural reality. However, the claim that I make here is: *If you do not have the results that you want, there are missing conversations that you need to distinguish first and then have—with others and with yourself. If you have different conversations, you can have different results. And if you want different results, you must have different conversations.* Ask yourself a simple question: „What can be a missing conversation in this case?“ In doing so, you set your mind thinking in the direction to look for a missing conversation, rather than stating „this is not possible“, „this simply cannot be done“ and so forth.

If you „listen“ for dissatisfaction in and around your organization, you will begin to distinguish the missing or broken conversations. With practice, you will not only see the conversations that shape the organization and its actions and results but also begin to have the sensibility to see the missing conversations. For example, dissatisfaction in a certain area is a symptom of a missing promise in that area; if it were fulfilled, it would produce satisfaction instead of dissatisfaction. This missing promise may be the result of a missing request. The missing request may be the result that people are not clear who is responsible or authorized to make such requests.

“once you have asked this question, you „listen“ for missing conversations...”

By understanding what the conversations would look like to produce a desired result, we can see the missing conversations in the current situation. This may be an opportunity to declare a breakdown.

Once you have declared the breakdown, and created a new future, a powerful question is, „What conversations are missing that would produce this new created future?“ The reason this is a powerful question is because once you have asked this question, you „listen“ for missing conversations.

In this chapter, we look at different conversational acts, that enable us to achieve the new created future .