



ADAPTIVE ACTION
Leveraging Uncertainty in your Organization

GENERATING AND GRANTING VOICE

Creating Powerful Patterns of Communication

	GENERATING VOICE	GRANTING VOICE
SPEAKING AND LISTENING	Speak in ways others can understand, so your message has meaning to the audience.	Listen carefully to the whole message. Go “past” your preconceptions, bias, and expectations.
ACTING AND OBSERVING	Behave in ways that respect the culture and expectations of your audience.	Observe others’ actions, putting your own behavioral expectations aside.
GIVING AND RECEIVING	Give to others what they need in timely and respectful ways.	Accept graciously what others offer, according to their intentions.