

## Left-hand and Right-hand exercise

This is a part of the work of Chris Argyris and his Model I and Model II organizations. Luckily, we were able to get a real-time example, but we will also cover this later in the course.

What was said...	What, we think, was meant...
We want to boost the quality of the programme	<i>We've already made a decision to move</i>
Further integration of the programmes	<i>We are closing the MBA in Utrecht</i>
We want to consolidate and invest	<i>Blah, blah, blah</i>
Study trip location reasoned from our identity and degree	<i>We already decided and this is the easiest option for us</i>
Send me an email with your suggestion and I will certainly see if I can accommodate it	<i>I don't want to talk/think about this</i>
(amount of time in class vs. visiting businesses) it is not wrong or right... We need to find a balance...	<i>We've already decided; don't want to discuss; too late to change</i>
I don't want to steal too much time from Peter...	<i>I want to leave...</i>

1. Why did we think that what was said was not always what was meant?
2. How often have we done exactly this? i.e. waffle, obfuscate, veil, etc.
3. Why do we do this?
  - a. Mutual Knowledge
  - b. Dominance, Communal, Reciprocity relationships
  - c. Veiled language – plausible deniability