## Speech Acts

<table>
<thead>
<tr>
<th>Speech Act</th>
<th>Definition</th>
<th>Linguistic “Virus”</th>
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| **Assessments** | Opinions, judgments, ideas, stories, etc. They are personal judgments made by different observers out of different standards, beliefs, moods, and experiences. Can be valid or invalid within a domain. **Assessments belong to the person speaking them.** | • Making assessments without rigorous grounding.  
• Holding assessments that are not valid for a common domain. |
| **Facts**       | What can be demonstrated to be true or false using evidence or data. Facts are descriptive and have to do with the past and present. An objective third party can always verify if the fact is true or false. **Facts belong to the things being observed.** | • Treating assessments as facts |
| **Declarations**| Declarations change the current state of the world towards a future state. Declaration create a situation where we make part of our behavior accountable to others Declarations create a social commitment that the speaker has the authority to make the declaration and that the speaker will act consistently with the declaration they have made. | • Making fantasy affirmations and declarations |
| **Requests / Offers** | A request is an attempt to have another person(s) take action for the sake of producing a future result. An offer is volunteering action to another person for the sake of producing a future result. Requests and offers are useful when we have an assessment that the future is going to unfold in a certain way that we don’t like **The form of a request is always in the form of a question.** A decline to a request (a “No”) is appropriate when it will produce more customer satisfaction than a “yes” | • Not making requests  
• Making unclear requests  
• Not observing the mood of your requests  
• Living with uncommunicated expectations |
| **Promises / Commitments** | A commitment to take action to produce a future result in response to a request or an offer. When a request or an offer is accepted a promise is created. The future is now expected to unfold in a way that has been agreed. Trust is impacted by our ability to make and keep promises **4 Types of Promises**  
1. Trustworthy Promises  
2. Heroic Promises  
3. Resigned Promises  
4. Criminal Promises | • Promising even when not clear what was requested (Resigned or Criminal)  
• Not declining requests  
• Breaking promises without taking care: trust impact  
• Not being an effective customer to the promises people make to you |
Grounding an Assessment

A way to determine whether an assessment is applicable and trustworthy for the purposes in which we are using it.

- Grounding an assessment doesn’t make it true, it just means we have evidence that we can trust it IN THIS INSTANCE
- Grounding an assessment allows you to hold a strong view without denying the right of someone else to hold a different view

4 Steps for Grounding an Assessment

1. What are we assessing? (In what domain?)
   a. e.g. – In what area or skill is Taylor capable? (crossword puzzles, martial arts, dentistry, marketing, etc.)

2. For what future use am I making this assessment? (For the sake of what?)
   a. e.g. – I’m assessing Taylor to determine whether to hire her.

3. What standard am I using to make this assessment?
   a. e.g. – How capable is Taylor? Does “capable” mean getting the job done on time and on budget, to meet quality criteria, in a way that the team feels supported, etc.?

4. What facts may contradict or support my assessment?
   a. e.g. – Taylor has done this kind of work over 20 times with satisfied customers

Customers vs. Performers

Customers
- Achieve results through the actions of others
- Are committed to outcomes that satisfy their own customers
- Are the individuals for whom work is generally done
- Are the person whom performers are attempting to satisfy
- Make requests to produce outcomes

Performers
- Produce results to satisfy their customers
- Make assessments of their capacity to fulfill requests
- Commit to complete promises as agreed
- Anticipate, declare, and respond to breakdowns when necessary
- Work to maintain trust

Anatomy of Action

- Care shapes action and determines the meaning and value of the outcome
- Commitments arise from conversations
- Commitments are the fundamental unit of work
- Action follows commitment to produce an outcome
- Organizations exist to produce outcomes

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