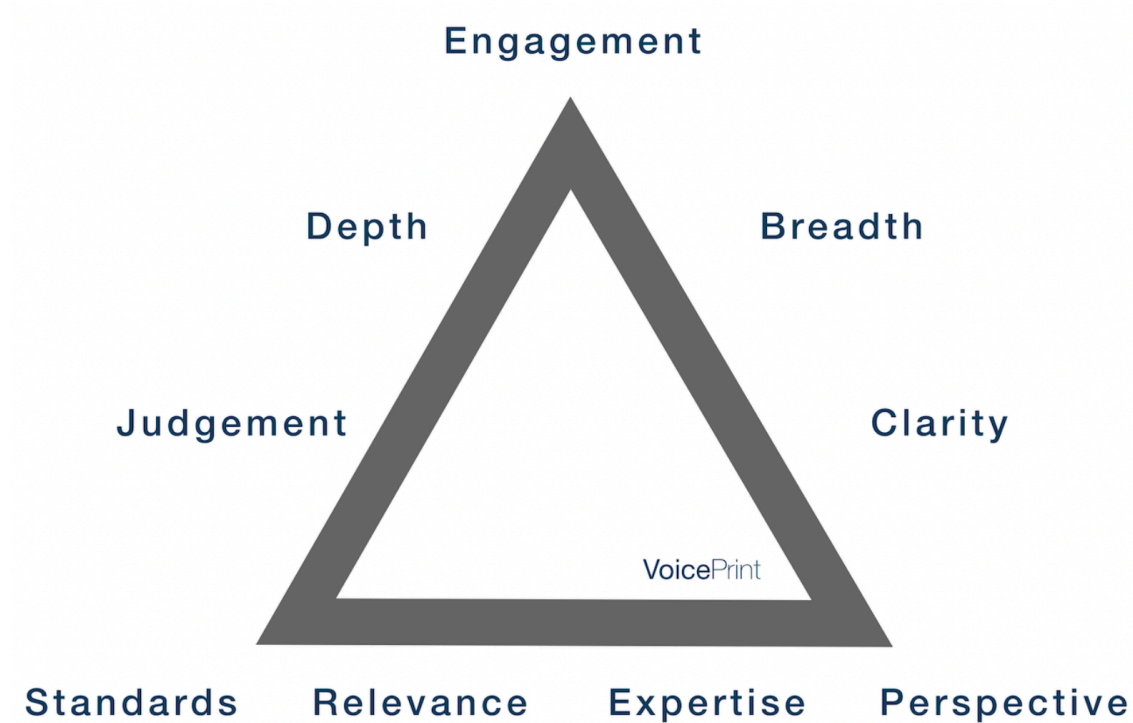


Map 7: The costs of absence



The Grey Triangle represents the qualities which a conversation or interaction is likely to lose in the absence of particular voices. VoicePrint calls attention to the potential cost of these absences, when an individual or a group scores in the low range. The costs to the conversation, and common causes for each particular absence, may be summarised as follows.

[Absence of Inquiry costs Engagement](#) - others are less likely to feel respected, valued, heard or understood and are less likely to become involved or co-operative. Possibilities remain undiscovered or are lost.

[Absence of Probing costs Depth of understanding](#) - shallow explanations and superficial answers are more likely to be accepted. The hidden, the withheld and the ambiguous may remain unfathomed.

Absence of Diagnosing costs Breadth of understanding - the full range of causes, consequences and inter-connections are less likely to be comprehended. Analysis may be too narrow and not systemic.

Absence of Advocacy costs Perspective - depriving the conversation of potentially valuable differences of viewpoint and feeling. The extent of divergences may then be under-estimated.

Absence of Advising costs Expertise - depriving the conversation of potentially useful experience, insight, know-how or simply suggestions for consideration. Momentum is likely to be lost.

Absence of Articulation costs Clarity - depriving the conversation of opportunities to reset or re-establish a shared understanding. Misunderstandings, confusions, frustrations and wasted energies multiply.

Absence of the Direct voice costs Standards - putting prior agreements, rules, procedures, expectations and required levels of performance at risk. Non-compliance, variable performance and their consequences all get worse.

Absence of Challenge costs Relevance - making the interaction liable to become unfocused, to drift off point, to be dominated by assertive individuals and to become a poor use of time. Controversial or uncomfortable issues and moments are likely to be neglected.

Absence of Evaluation costs Judgement - leaving the discussion and its outcome partial, incomplete or biased. Implications and risks are likely to be under-estimated.