

CONFIDENTIAL · DEVELOPMENTAL PILOT

Where difficult conversations lose momentum.

Example Organization (fictional)

Leadership Team · Illustrative baseline

Collection: 2026-09-01 – 2026-09-21 · Report generated 2026-10-01

60 / 100

Elevated avoidance

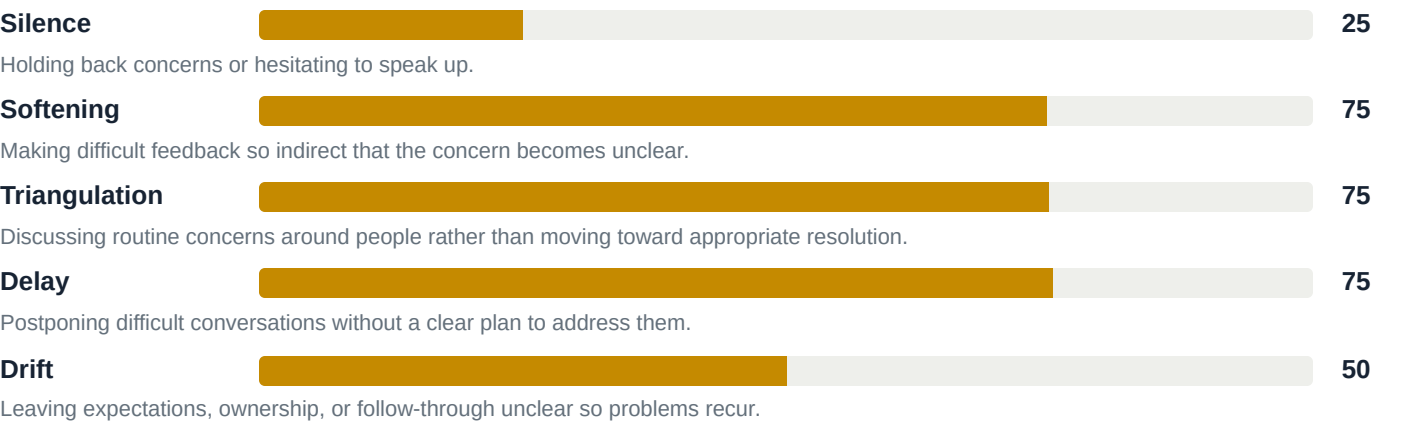
Conversation Avoidance Index
Higher scores indicate more avoidance.

18 / 20
responses / links issued

18
responses in score

0
insufficient for scoring

Five patterns behind the score



All domains use a 0–100 scale. Scores are descriptive; they are not percentile ranks or comparisons with a validated norm.

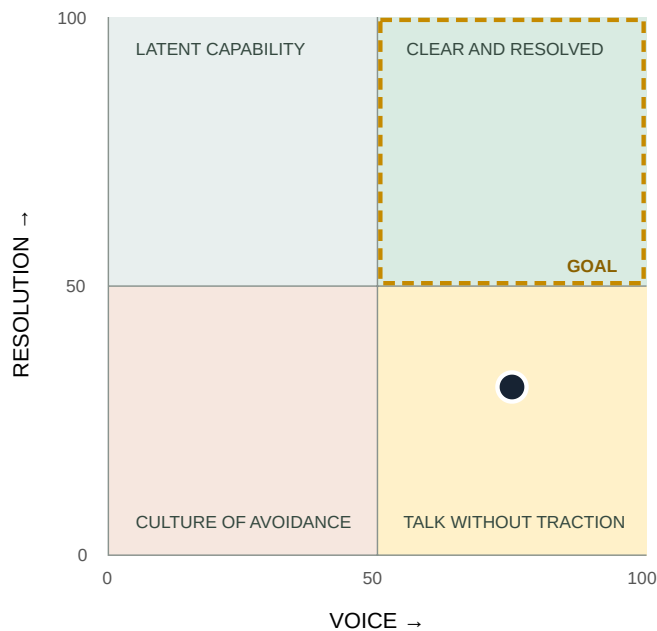
Start the discussion here

Delay has the highest observed avoidance score (75). Ask for recent examples, exceptions, and consequences before deciding what caused the pattern.

THE CONVERSATION MATRIX · PROVISIONAL PATTERN

Talk Without Traction

The goal is **Clear and Resolved**: concerns are raised clearly, and they get resolved.

**75**

Voice

31

Resolution

+44

Voice–resolution gap

Participants describe more capacity to raise concerns than to resolve them. Explore what happens after concerns are voiced: clarity, direct handling, timing, ownership, and follow-through.

Path to Clear and Resolved

Concerns surface; they stall before resolution. Moving toward Clear and Resolved means work on resolution: Delay (75) is the place to start; it is also the highest score in this report. Voice is above the line and resolution needs +19 to reach it.

Facilitator commentary

In this fictional example, the team reports stronger voice than resolution. Concerns appear to surface, but clarity, direct handling, and timing merit closer discussion. Ask leaders to trace one recent concern from the moment it was raised through the action that followed.

Voice = 100 – Silence. Resolution = 100 – the mean of Softening, Triangulation, Delay, and Drift. A positive gap means reported voice exceeds reported resolution. The 50-point dividing lines and quadrant names are discussion aids, not validated classifications.

BEHIND THE SCORE

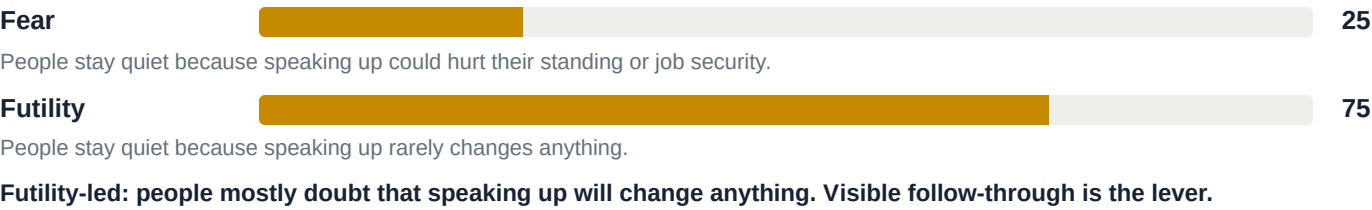
What sits behind the score.

These measures are reported separately from the index. They explain why the pattern exists and what it costs.

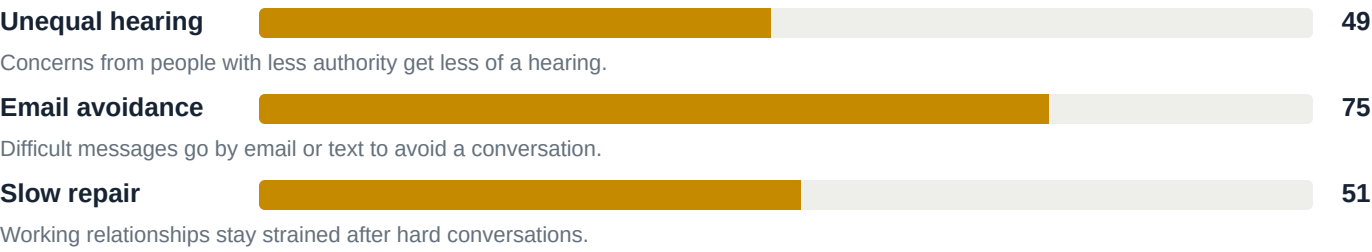
Harshness THE OTHER WAY HARD CONVERSATIONS FAIL



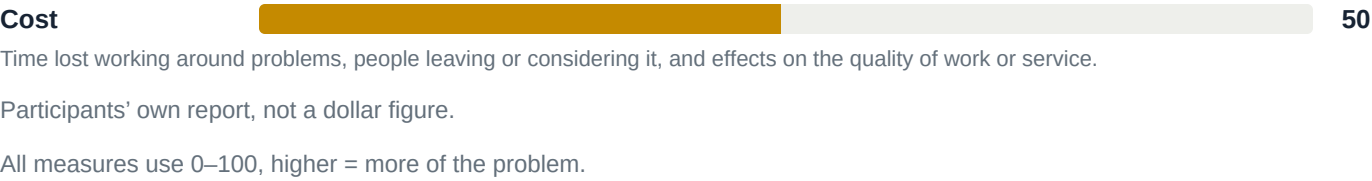
Why people stay quiet



Context



Reported cost



FROM DIAGNOSIS TO PRACTICE

A focused 30-day experiment.

Begin with one or two observable changes. Assign an owner, set a review date, and look for evidence in actual conversations.

1. Delay · 75/100

Agree a time to address a routine concern while it is still small. Provide managers with preparation and practice.

Discuss: Which conversation are we waiting on a better time for, and what would make next week that time?

2. Triangulation · 75/100

Move routine concerns toward the person or appropriate process that can resolve them. Preserve safeguarding, HR, and protected reporting channels.

Discuss: When someone brings you a concern about a colleague, what do you do next?

Agreed next steps

Pilot owner: Team sponsor. For the next 30 days, close each difficult conversation with one named owner, a specific next step, and a review date. At the next leadership meeting, review three examples of follow-through.

WHAT HAPPENS NEXT

From here to Clear and Resolved.

The goal is a team where concerns are raised clearly and resolved for good. A report names the pattern; change comes from practice and a second measurement. Mind For Life works with Example Organization (fictional) in three steps.

1

Debrief the results

A 90-minute facilitated session with the team sponsor and leaders. Test the scores against recent examples, separate symptoms from causes, and choose the one or two practices worth trying first.

2

Practice for 30 days

A working session on Delay and Triangulation: what to say, rehearsal with real situations, and a simple way for owners to track whether the new habit is happening.

3

Measure again at 90 days

A follow-up CAI round with the same named team, compared domain by domain with this baseline, showing whether the team has moved toward Clear and Resolved. Read differences alongside what people observed; small shifts can reflect who responded rather than real change.

Dr. Jeff Bogaczyk

Mind For Life · jeff@mindforlife.org · mindforlife.org/speaking

Reply to schedule the debrief, or ask for a proposal covering all three steps.

METHOD

How to read this report.

Instrument: CAI-1.3; 32 statements about the named team over the past 30 days. The index uses 20 statements in five avoidance domains (four each, two worded positively and two negatively). Harshness (four statements), why people stay quiet (two), context (three), and reported cost (three) are reported separately and do not change the index. Risk items: $(\text{response} - 1) \times 25$. Protective items: $(5 - \text{response}) \times 25$. “Not enough information” is missing, not a neutral response.

Scoring rules: A domain or Harshness score needs at least 3 of its 4 answers; reported cost needs 2 of 3. A respondent must have all five domain scores to enter any aggregate. Eligible respondents are weighted equally.

Reporting: At least 5 eligible responses and a closed collection period are required for any score. Harshness appears in client reports only with at least 8. These thresholds limit disclosure but do not guarantee anonymity. Results describe participating respondents’ perceptions of Leadership Team, not the entire organization or individual employees. Written comments are reviewed by Mind For Life and are not included in this report.

Interpretation: 0–<25 lower, 25–<50 some, 50–<75 elevated, and 75–100 higher. These are provisional descriptive bands. This proprietary pilot has not established reliability, validity, norms, or meaningful-change thresholds. Use alongside interviews and observed practice; do not use for employment decisions or causal claims. Concerns that may involve harassment, discrimination, safety, or misconduct belong in formal reporting channels.

Data quality: 0 “Not enough information” selections across all submitted forms. 0 response(s) used the same rating on at least 24 answered items; flagged for review, not automatically excluded. No demographic subgroup scores are released. Scores shown are rounded; calculations use unrounded values.