A colleague of ours was invited to run residential training events for managers in a largemanufacturing organization.The third group sawthe event as a reward for good behaviour which need not be taken too seriouslyOur colleague was only able to communicate with these groups once these expectationsand assumptions had been uncovered and discussed openly.There seemed to beat least three different reactions from different sub-groups:Some managers looked really interested and spent the weekend frantically scribblingnotes.He came back from the first of these looking very dispirited,and complained that he could not understand the reactions from the group of managers,who were supposed to be very committed to personal development.Whenhe did this, he found that none of the managers had been explicitly told why they had beennominated for the training - their 'commitment' was a senior management assumption.??