**Using Management inquiry to co-construct other memories about the future**

P*: In September a new restructuring was approved… by the all the necessary regional boards. What happens then is that in November I’m summoned and I’m told that they cannot support the restructuring after all… I really find this annoying… and in such situations the conversation becomes a bit unprofessional. They raised question like why don’t we make a matrix structure instead, but God damn it, we’ve been through all of those discussions and there are solid arguments behind our decision… and I don’t get it… earlier I was able to have constructive and good dialogues, also with the ones in the top management… I don’t know how it came to this and that’s also why my big issue is: How can I make it possible to engage in constructive strategic dialogues with the Regional Governing Board… In three weeks I have a dialogue meeting with the regional Governing Board members.*

M: *How are you going to act during this meeting?*

P: *In my darkest hours I would wish the meeting wasn’t taking place at all because I have these images of the last meeting [where the restructuring was withdrawn]. And it was just not good in any way…* *it’s just like being on one of those critical political debate programs [in the television] where the host just ignores what you are saying and jumps to the next question before you manage to answer the previous. And then you stand there thinking when is this going to stop so I can leave and get back to my work.*

M: *If you should try and look at it from their perspective?*

P: *I don’t know (whistles) it has something to do with how you think. Some people care for others and some only take care of their own business…*

M: *Could it be a help to you when you have to take part in this dialogue meeting that you can see things from their point of view? Could you say to yourself “I might have handled this differently if I was in their shoes, but now we are here so how can I work constructively from here and onwards, so we can get closer to having a strategic dialogue?” (Paul coughs slightly)…It is not that I do not understand you, because I do*

P: *It pisses me off*

M: *It might be completely incomprehensible and against all sorts of reasonable thinking, but that does not help you in your everyday practice.*

P: *No that is right*…

M: *There is a risk that these meetings turn out to become a play where you all act in certain ways during the meeting, use a certain language, draw on certain discourses and realise what you already before the meeting knew would happen. Someone has to break it, change the game and invite all of you to play different parts and change the game. I mean what is the worst that could happen at this point?*

P: *Well nothing… and it cannot get any worse than it already is…*

M: *But it is not easy, it is one thing to say it and quite another to do it.*

P: *It’s right and one also has to look into the mirror. We had a Governing Board meeting last week and here the Regional Health Director and I had a fierce debate which really wasn’t pretty and he called me afterwards and left an apology on my machine and said that I could just call him back tomorrow. And here I am, so old and bullheaded that I have not contacted him… (sighs). And we are both of us well aware that something has to be done. That is also why my big challenge is how we get to smoke that calumet.*

M: *… It is difficult because before you get to smoke that calumet someone has to have the courage to act in ways you have not acted before.*

P: *Exactly… and personally I find it really difficult to pick up the phone and call him because what should we talk about?*

M: *What would be sensible to talk about, what would you like to talk with him about?*

P: *Why… uh I cannot understand why he does not like this hospital.*

M: *Could you imagine yourself asking him that question?...*

P: *I think that if we sat down in front of each other soon we would be able to have a good dialogue, at least at that moment, how it would unfold afterwards I don’t know…*