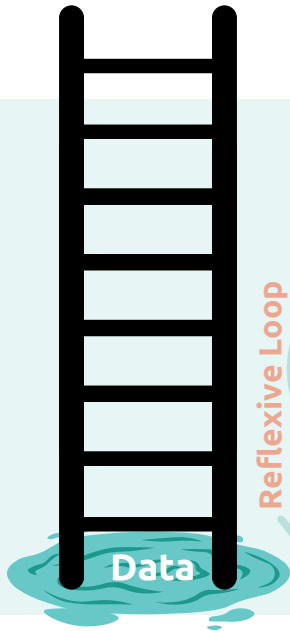


The Ladder of Inference

LEADERSHIP THROUGH UNDERSTANDING



The Ladder of Inference

Actions	Actions are taken based on prior beliefs and conclusions
Beliefs	Conclusions are drawn based on interpreted facts and prior experiences
Conclusions	Conclusions are drawn based on prior beliefs
Assumptions	Assumptions are made based on the personal meaning of observations
Meanings	Facts are interpreted and given a personal meaning
Selecting	Facts are selected based on convictions and prior experiences
Observations	Information is observed from the real world



Helpful Tips

- Notice your conclusions as conclusions based on inferences, not as self-evident facts.
- Assume your reasoning process could have gaps or errors that you do not see.
- Challenge your assumptions:
What data are you basing your thinking on?
What was your chain of reasoning?

3 Ways to Improve Communication:

- ① Reflection: You can become more aware of your own thinking and reasoning.
- ② Advocacy: You can make sure that others are understanding your thinking and reasoning.
- ③ Inquiry: You can ask questions of others about what they are thinking, and test your assumptions.

Coach Yourself Questions How can you be aware of your self-orientation?

What assumptions might you be making about a situation?

What else could be going on?

