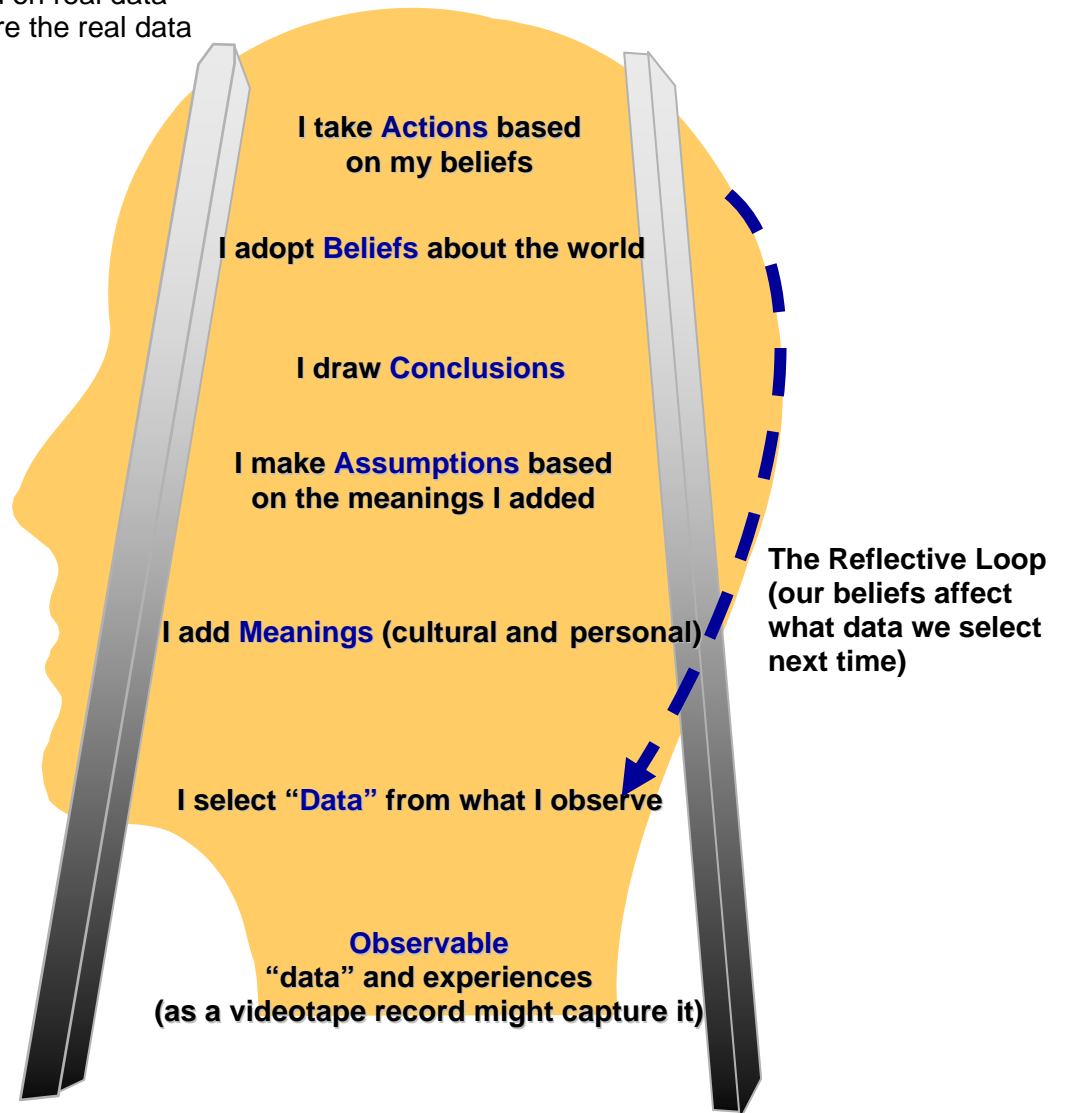


LADDER OF INFERENCE (Argyris)

We assume:

Our beliefs are the truth
The truth is obvious
Our beliefs are based on real data
The data we select are the real data



Our observations, interpretation, and conclusions are affected by our **beliefs, values, expectations, and theories** about ourselves and the world.

GOAL: Move from "*certainty*" of judgment to "*curiosity*" to understand.