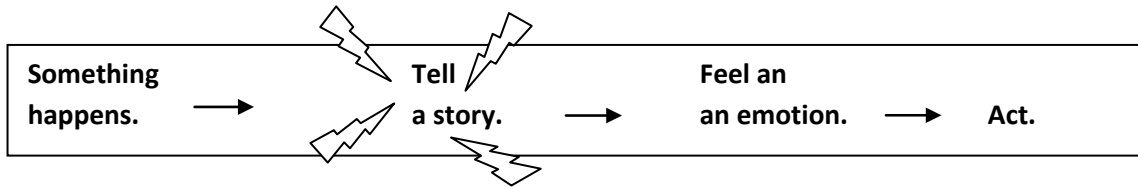
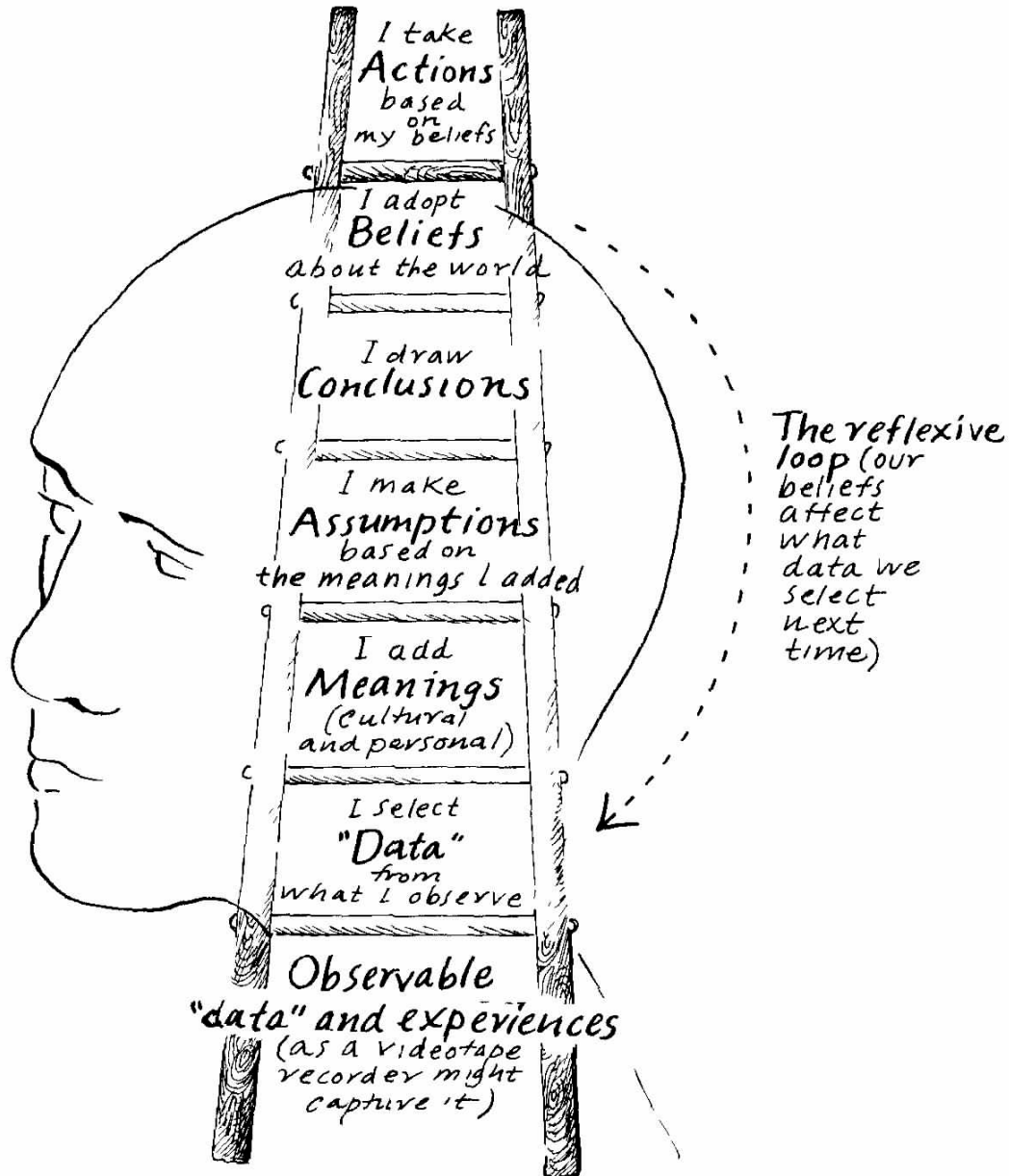


Two versions of how we go about making sense of ourselves, others and the world at large:

“The Path to Action,” from *Crucial Conversations*, Patterson, Grenny, et al:



Chris Argyris and the “Ladder of Inference”:



Ladder from bottom up: We experience life; we *select* data; we *add* personal and cultural meaning; we *make* assumptions based on meaning (that we added); we *draw* conclusions based on assumptions; we *adopt* beliefs and act based on our beliefs. Our beliefs affect what data we *(are willing to)* select next time.