

The Ladder of Inference

I understand the situation;
those who disagree don't

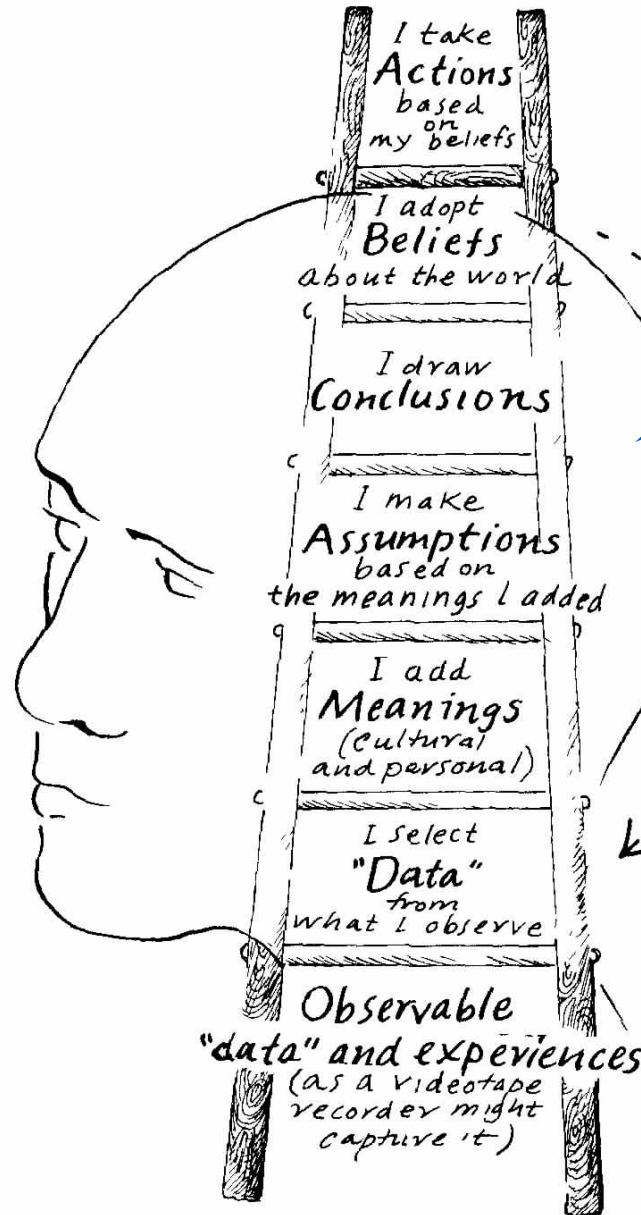
I am right; those who
disagree are wrong

I have pure motives; those
who disagree have
questionable motives

My feelings and behaviour
are justified

I am not contributing to the
problem

How Unilateral Control Undermines
Team Results and Relationships
by Roger Schwartz



The Illusion of
Transparency,
Confirmation Bias,
Anchoring Effect,
Normalcy Bias,
...

The reflexive
loop (our
beliefs
affect
what
data we
select
next
time)

YoureNotSoSmart.com

You Are Not So Smart: Why You Have Too Many
Friends on Facebook, Why Your Memory Is Mostly
Fiction, and 46 Other Ways You're Deluding
Yourself
by David McRaney

The Fifth Discipline: The Art and Practice of
the Learning Organization
by Peter Senge