

Balancing Advocacy and Inquiry

- State views directly
- Present views in testable chunks
- Present conclusions as options
- Share reasoning and examples

- Test your understanding
- Explore other's reasoning
- Solicit a range of views
- Encourage challenge

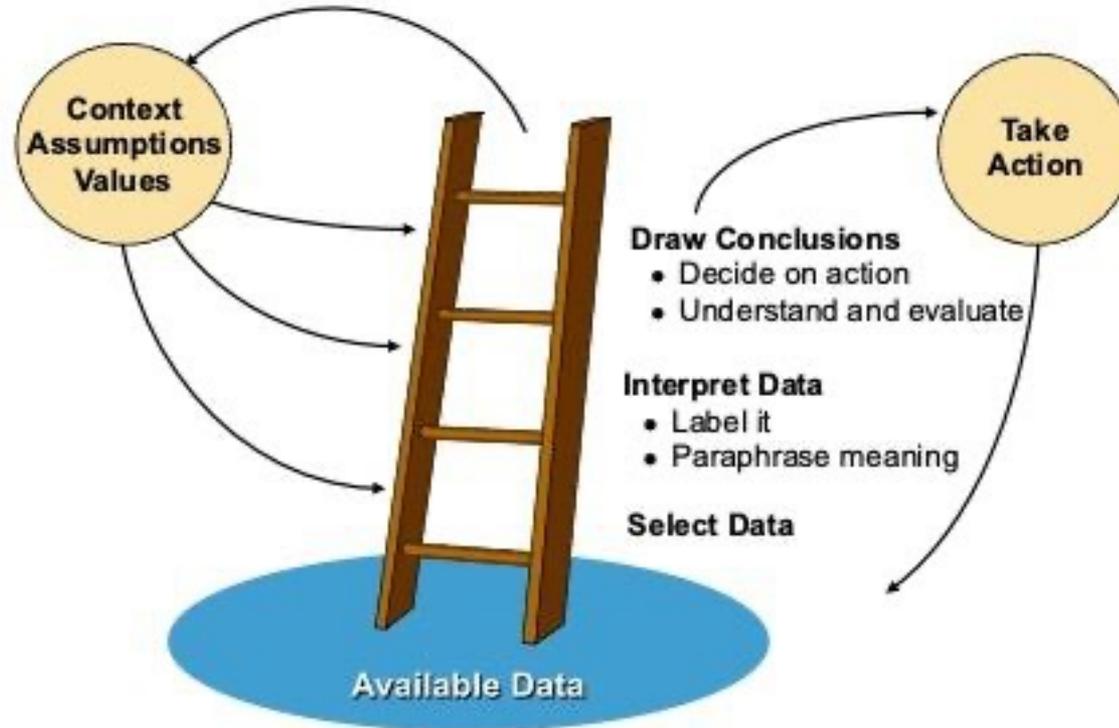


Key Point: "Strong Ideas, Open to Influence"

Note: Adapted from Chris Argyris and Donald Schön

From: Senge, PM, Kleiner, A., Roberts, C. Ross, RB, Smith, BJ. (1994). The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization. New York: Doubleday. pp. 235-246.

Ladder of Inference: Key Steps

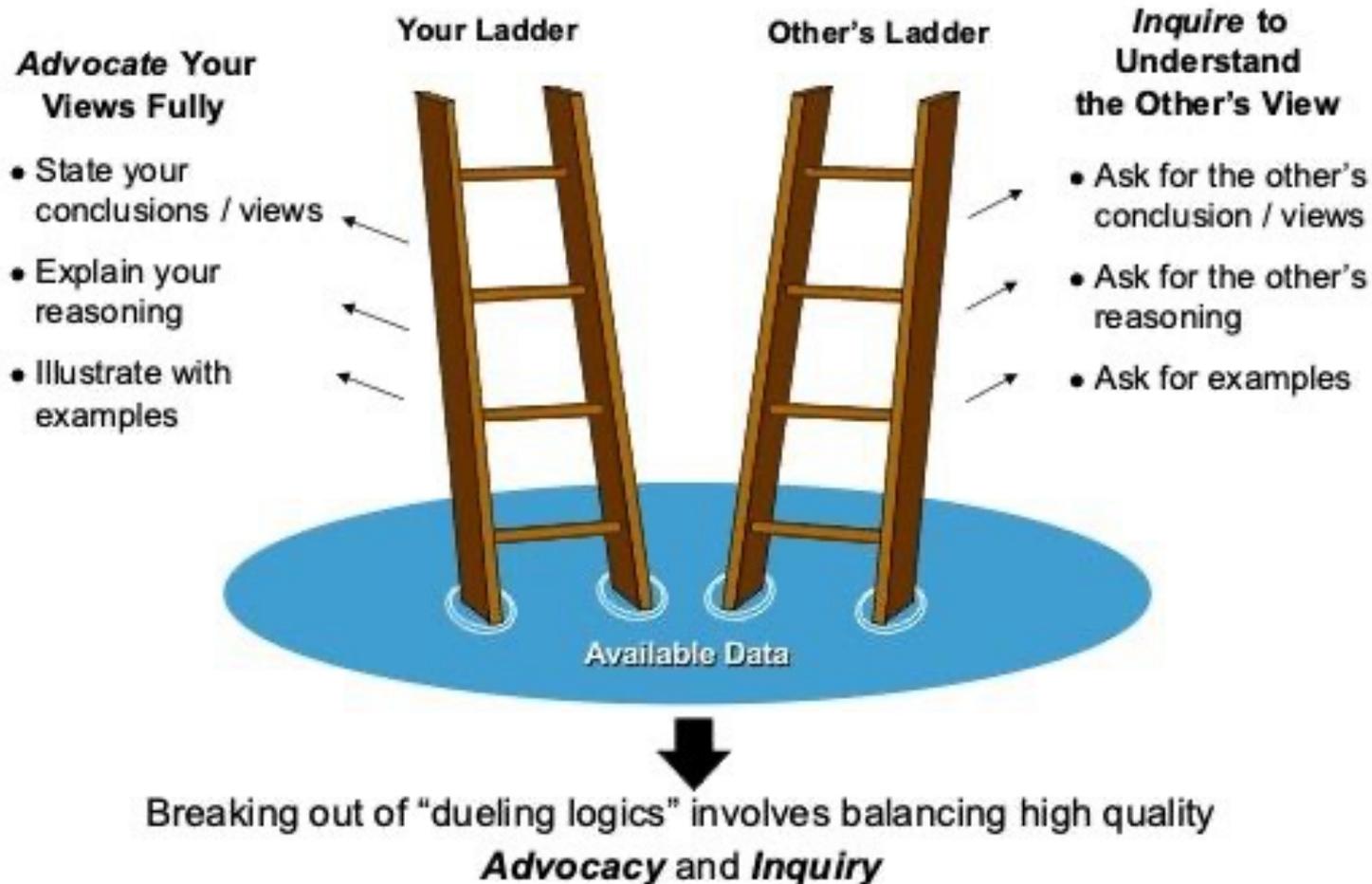


Key Point: "Show Your Work"

Note: Adapted from Chris Argyris and Donald Schön

From: Senge, PM, Kleiner, A., Roberts, C. Ross, RB, Smith, BJ. (1994). The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization. New York: Doubleday. pp. 235-246.

Breaking Out of the Trap



From: Senge, PM, Kleiner, A., Roberts, C. Ross, RB, Smith, BJ. (1994). The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization. New York: Doubleday. pp. 235-246.