

Ladder of Inference: A tool which helps individuals become aware of the processes they use to reach conclusions and take actions



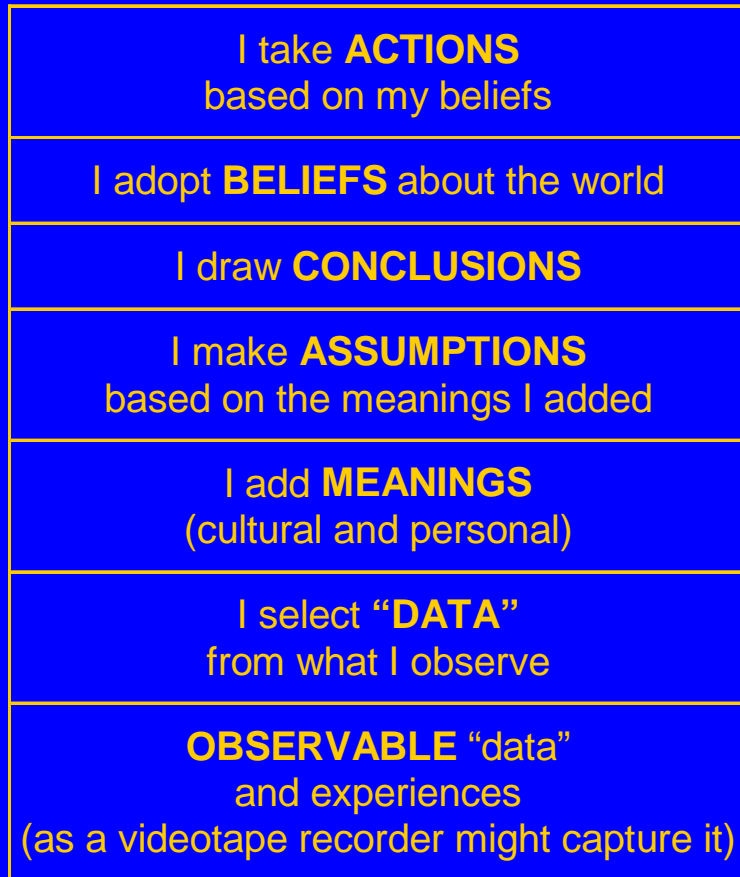
Overview

One jumps up their ladder of inference with incredible speed.

The process of jumping up the ladder of inference can be invisible.

The data and processes one uses for decisions may not be apparent to yourself or others.

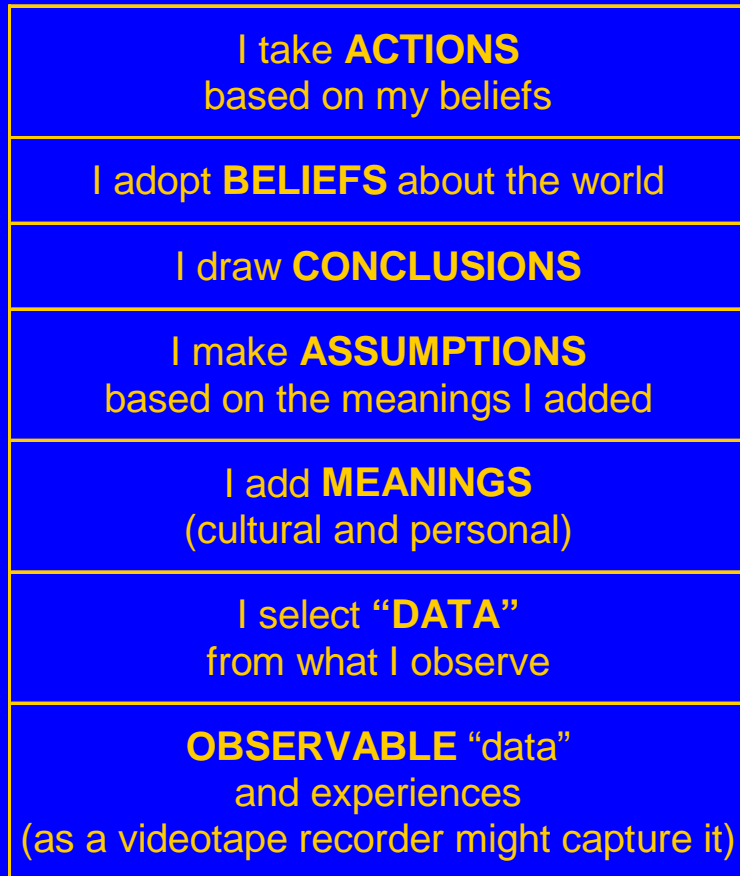
Inquiry: A tool that helps makes other's peoples thinking visible.



Ways to Use Tool

- **State your assumptions & data**
"Here's what I think and here's how I got there"
- **Explain your assumptions**
"I assumed that..."
- **Make your reasoning explicit**
"I came to this conclusion..."
- **Explain the context of your point of view; who will be affected and why**
"Students will be affected in this way..."

Advocacy: A tool that makes your thinking processes more visible to others



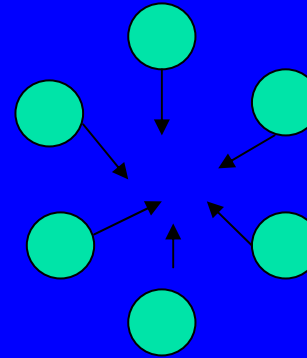
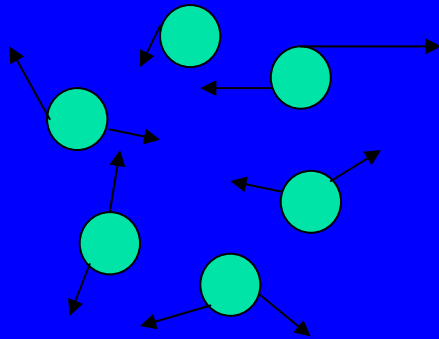
Ways to Use Tool

- **Gently walk others down the ladder**
"What leads you to conclude that?"
"Can you help me understand your thinking?"
- **Draw out reasoning**
"What is the significance of that?"
"How does that relate to your other concerns?"
"Where does your reasoning go next?"
- **Explain your reasoning**
"I'm asking you about your assumptions because..."

Energies of the field: A tool which identifies how people's contributions influence the productivity of a meeting

Mover (desires action)	<p><i>Enabler</i> - Leads forward. They place proposals on the table for consideration.</p> <p><i>Disabler</i> - Focuses attention <u>only on</u> their idea. They become the center of attention. Moving is for their own attention or need.</p>
Bystander (listens and observes)	<p><i>Enabler</i> - Listens deeply. Witnesses patterns of thought and direction.</p> <p><i>Disabler</i> - Sees but doesn't speak. Is "checked out" from the meeting.</p>
Follower (supports others)	<p><i>Enabler</i> - Comments provide momentum. They encourage ideas by adding to thoughts "in play."</p> <p><i>Disabler</i> - They don't have an internal compass. They support what ever is on the table at the moment.</p>
Opposer (provides dissidence)	<p><i>Enabler</i> - Opposes to provide balance. Creates opportunity to see other perspectives / viewpoints in a dialogue.</p> <p><i>Disabler</i> - Opposes continuously and is repetitive with their concerns.</p>

Check In: A tool that focuses one's attention



Definition: Bringing who you are to the meeting

Overview

Individuals all come to meetings with personal concerns, past, present and future. These personal issues can compete silently with issues to be discussed. Rituals (check in) can create group and individual focus.

Check In Guidelines

Group listens in silence.

Participants signal they are finished by saying “in.”

Individual don't have to participate – they signal this by saying “pass.”

Learning Journal: A tool that captures collective intelligence and informs futures agendas

Ah-hah's (insights)

Puzzlements/ Questions (what remains unclear)

How can we increase learning in future meetings?