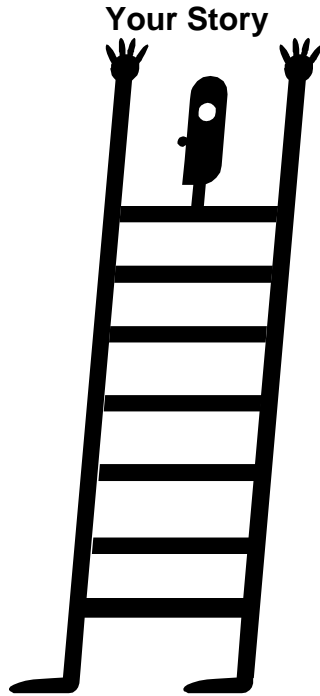


# Exploring Each Other's Reasoning

## The Ladder of Inference



We draw a conclusion

We interpret the information

We focus on certain information

### High-Quality Inquiry

- Seeks to elicit the other's point of view, feelings, and your impact on them
- Walks down their ladder and elicits specifics
- Asks the question, "What am I missing?"

### High-Quality Advocacy

- Puts your point of view forward as a theory to be tested
- Walks them up your ladder and offers specifics
- Advocates your point of view, your feelings, their impact on you
- Timing: scan for when they're ready to hear your story

Adapted from the work of Chris Argyris and Peter Senge