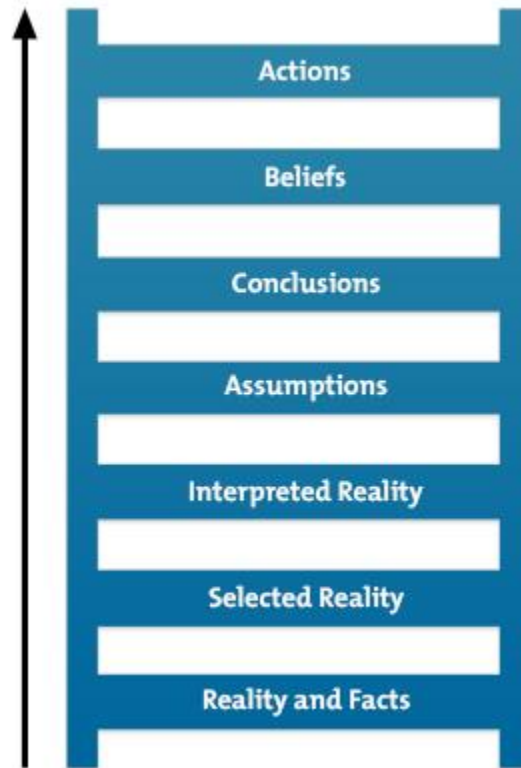


Make Better Decisions Using the Ladder of Influence



Argyris, C., *Overcoming Organizational Defenses: Facilitating Organizational Learning*, 1st Edition, © 1990.

1. You start at the bottom of the ladder, collecting reality and facts.
2. You filter this information through your beliefs and experiences.
3. Based on this, you interpret what the facts and reality mean.
4. Next, you apply assumptions you've made: often without knowing you're doing this.
5. Then you draw conclusions—often those you've jumped to—based on the steps you've taken so far.
6. These conclusions now form the basis of what you believe.
7. You take actions that seem "right" because they come from your beliefs.

Know Where You Are on the Ladder and Be Willing to Ask Yourself

“What Am I Doing?” and “Why?”