

2019 Glenview Road Glenview, Illinois 60025 847-729-5716 Fax 847-724-5034

lynne@yourwordsmith.com

linkedin.com/in/lynnefranklin

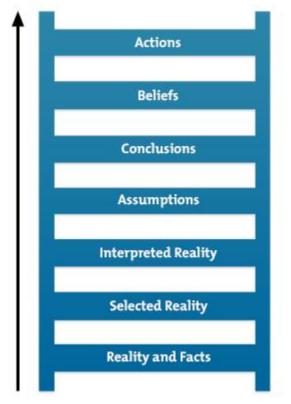
vourwordsmith.com

Be the Most

Persuasive Person

in the Room

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?"