

Mental Models



Essential Agreements (Group Guidelines)

- Start and Stop on Time
- Listen With Respect
- Be Willing to Take Risks
- Be Honest About Not Understanding
- Agreement on Goals and Objectives
- Follow Through
- Have Fun

One of the Five Disciplines

- Mental Models
 - Beliefs and Assumptions about the world.
 - Developing capacity to reflect on our internal pictures of the world to see how they shape our actions.
 - Achieving breakthrough communication by surfacing & testing assumptions.

-
- Start and Stop on Time
 - Listen With Respect
 - Be Willing to Take Risks
 - Be Honest About Not Understanding
 - Agreement on Goals and Objectives
 - Follow Through
 - Have Fun

- Back Pack

I take **ACTION** on my beliefs

I adopt **BELIEFS** about the world

I draw **CONCLUSIONS**

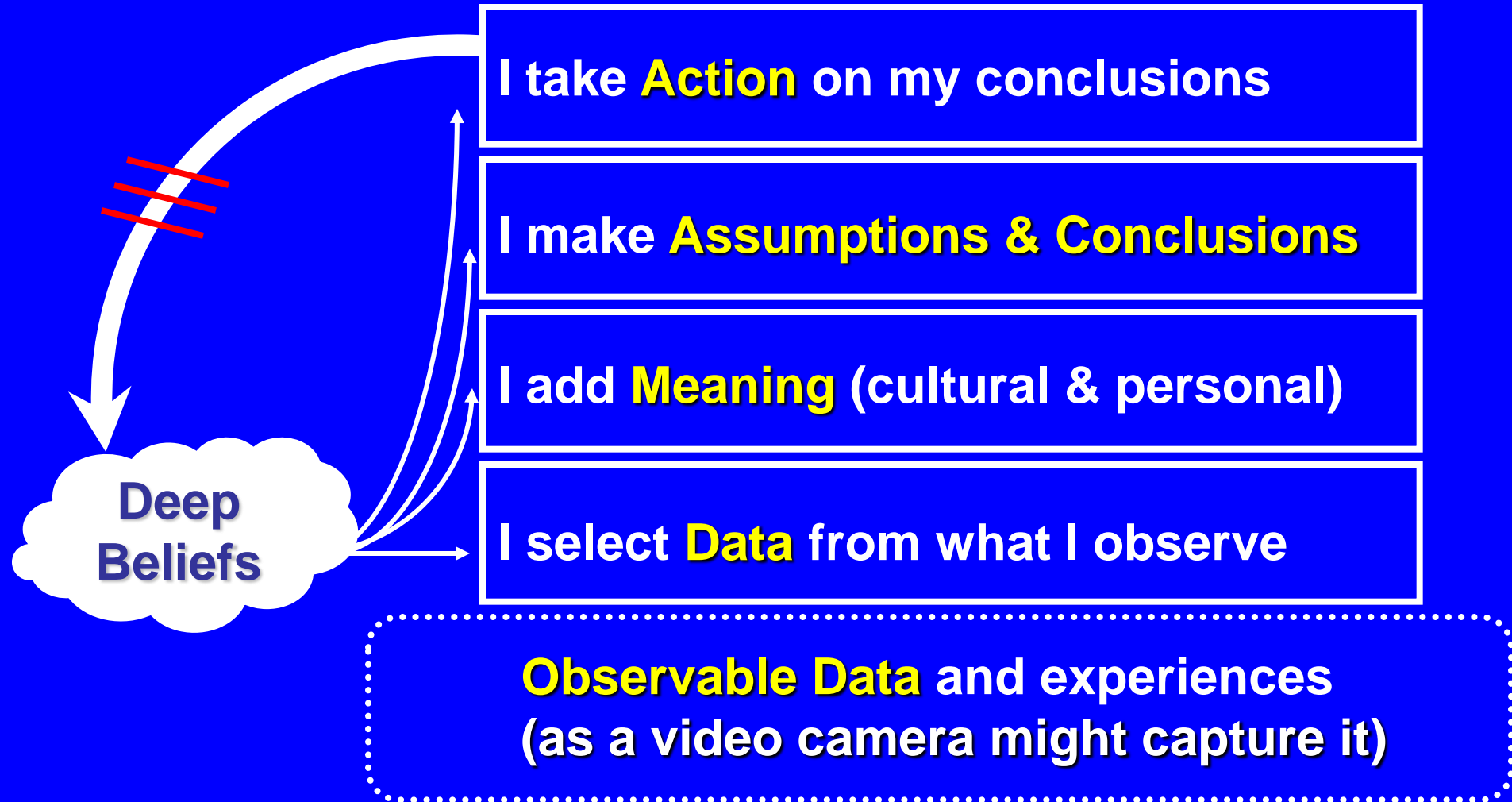
I make **ASSUMPTIONS**

I add **MEANING** (cultural and personal)

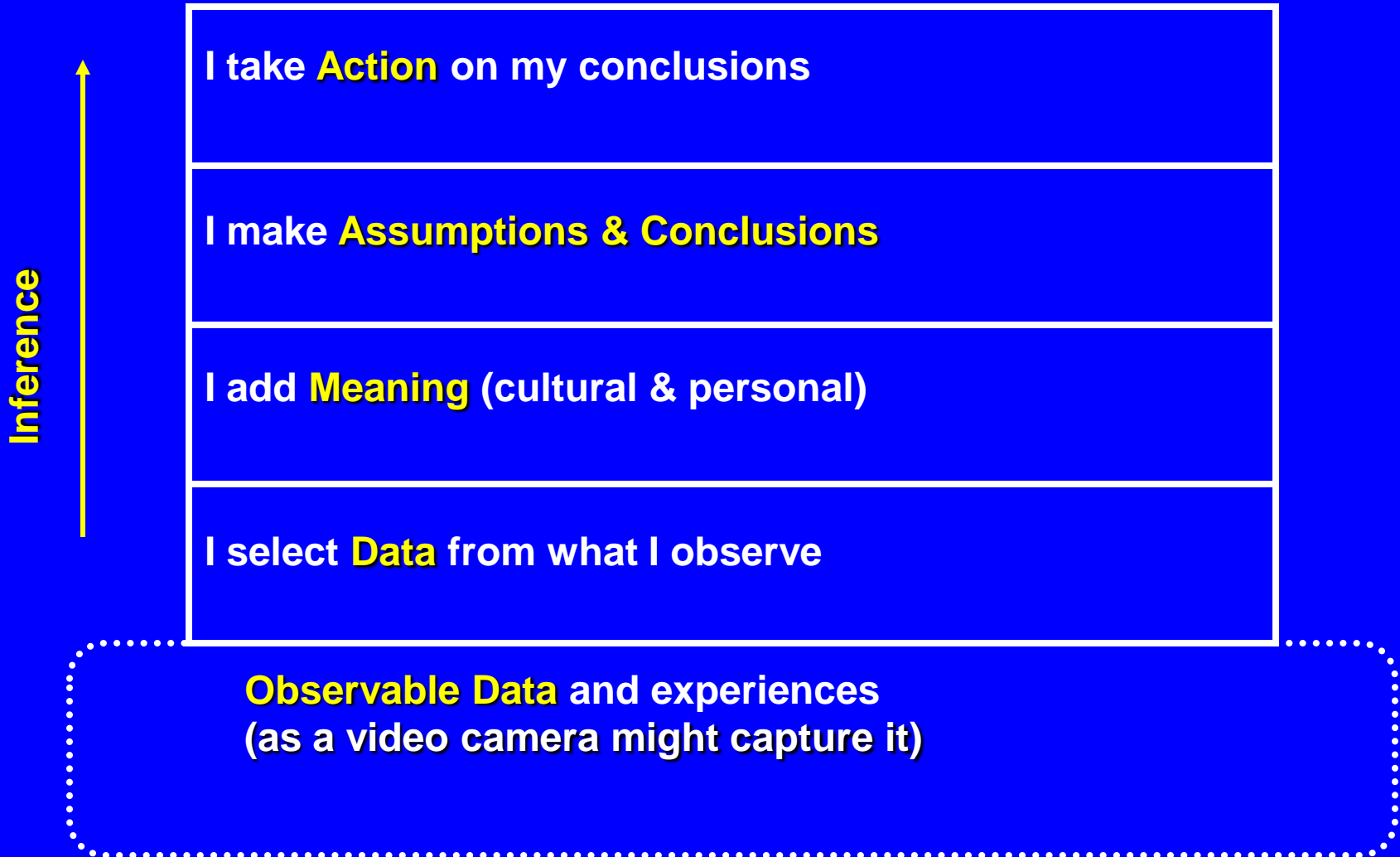
I **SELECT “DATA”** from what I observe

OBSERVERABLE DATA &
experiences (as a video camera might
capture it)

Ladder of Inference: Influenced by, and Slowly Over Time, Influences our Deep Beliefs



Ladder of Inference



Key Points

- Because ladder jumping is so rapid ...
 - I may not be aware of the data behind my decisions and actions. I also may not be aware of my assumptions and beliefs.
 - I may not see the link between the data I am selecting and how it is driving my assumptions / conclusions, beliefs to arrive at an action .
 - I may not see how my assumptions, conclusions, beliefs are shaping my actions.

Key Points (continued)

- Therefore many of my actions may be based on untested inferences, but which feel like facts.
- Preview...my actions often create conditions which yield data to confirm my assumptions; so I'm even less likely to see the need to test my thinking!

-
- Data is interpreted through your personal lens.
 - The question has a powerful impact on the data that you are looking for.
 - Words have different meanings for different people
 - Survey data is part of a larger picture
 - There is a tendency to look for the data that confirms one's beliefs.