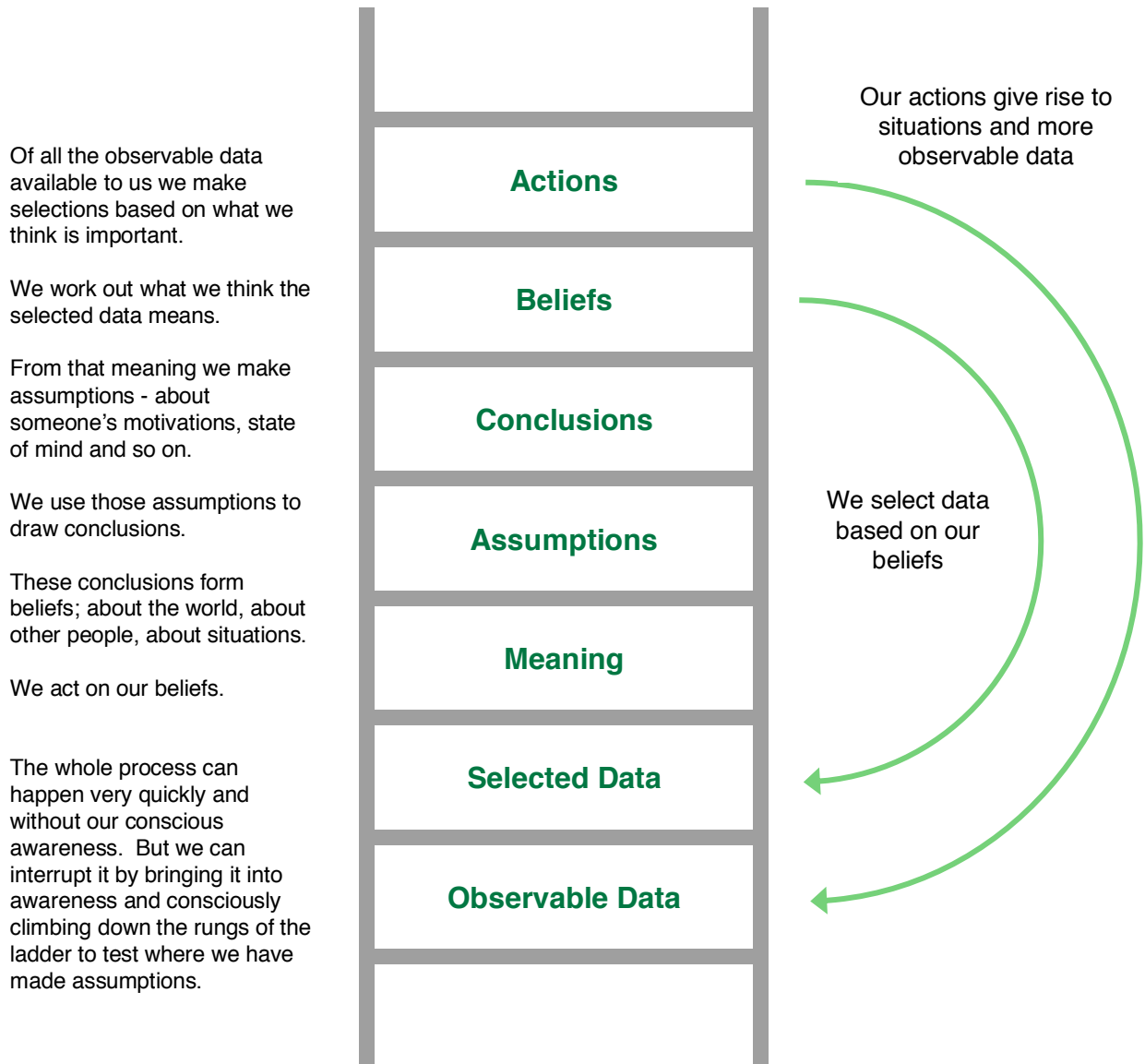


# The Ladder of Inference

In order to make sense of the world we move quickly from facts to beliefs. Chris Argyris described how he thought this process might work with the ladder of inference.



Adapted from Argyris (1990)<sup>1</sup>

The ladder of inference can be a useful tool in a range of situations including challenging groupthink, facilitating meetings and group processes, in conflict management and mediation and in challenging unacceptable behaviours.

<sup>1</sup> Argyris, Chris (1990). *Overcoming organizational defences: Facilitating organizational learning*. Needham Heights, MA: Allyn and Bacon.