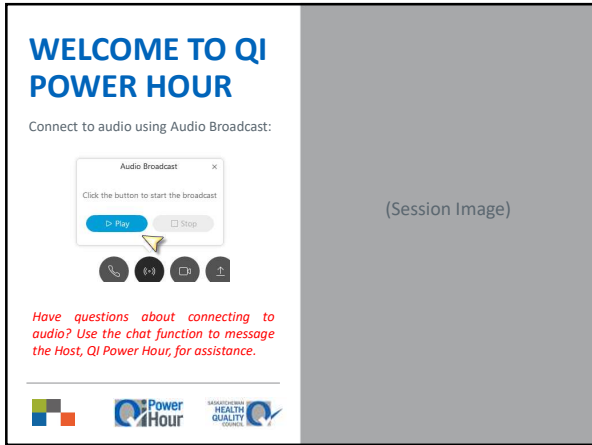




1






2




3

ACCESS PAST QI POWER HOUR SESSIONS!

Past QI Power Hour webinars (with download links)


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SPREAD OF QI POWER HOUR WORLDWIDE

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HQC is situated on Treaty 6 Territory and the Traditional Land of the Dakota, Lakota and Nakota, and is the Homeland of the Métis.

We pay respect to the treaties that were made on this land and acknowledge the harms and mistakes of the past. We are committed to move forward in partnership with Indigenous Nations in the spirit of reconciliation and collaboration.

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WEBEX TOOL: CHAT FUNCTION

CHAT FUNCTIONS:


- Share **questions, comments, and ideas**
- Click on the message bubble icon to access the chat
- Send to **All Participants**

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JOIN THE CONVERSATION!

@QIPowerHour
@HQCSask
#QIPowerHour



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The Ladder of Inference







With Glenda Beauchamp

14




How our time together will run

-  Learn about concepts
-  Use scenarios to test out these concepts
-  Share your answers & thoughts in the chat




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 **Learning Objectives**

Participants will:

- Understand how we make meaning using the Ladder of Inference
- Learn about the Mutual Learning Mindset
- Reflect on way that they work and the mindset they operate from



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The material in this session is adapted from:


The Ladder of Inference was first put forward by organizational psychologist Chris Argyris (1970) and used by Peter Senge in *The Fifth Discipline: The Art and Practice of the Learning Organization*.

Schwarz, R. (2017). *The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Coaches, and Trainers (3rd edition)*. Hoboken, New Jersey, John Wiley & Sons, Inc.


Schwarz, R., Davidson, A., Carlson, P., McKinney, S., and Contributors. (2005). *The Skilled Facilitator Fieldbook: Tips, Tools and Tested Methods for Consultants, Facilitators, Managers, Trainers, and Coaches*. San Francisco, California. Jossey-Bass.




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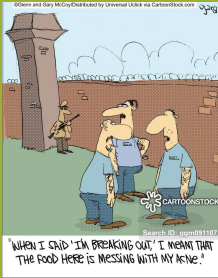


When I'm in the shower:
2% washing, 8% singing, 90% winning fake arguments





18



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When I said "I'm breaking out," I meant that the food here is messing with my acne.

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The BBQ

As my friends start eating, Tony says "interesting" as he takes his first bites of his hamburger

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What is your gut reaction?

What meaning do you make from this?
How do you feel?

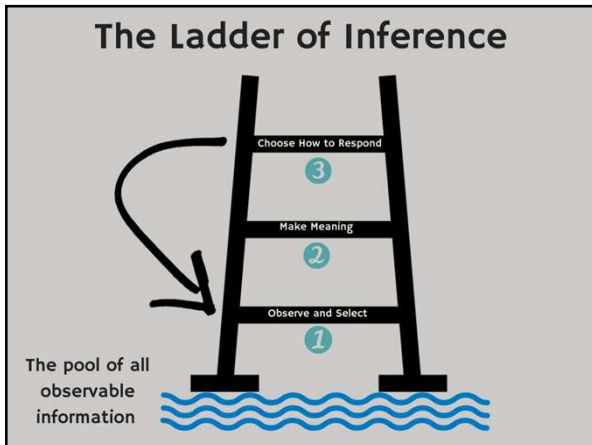
Share your thoughts and comments in the chat

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Building a Strong Foundation

- Groups are the basic work unit in many organizations.
- High-functioning groups are foundational for a high-functioning organization!

 A graphic consisting of a staircase-like structure made of blue rectangular blocks. The staircase has three steps, with the top step being the widest and the bottom step being the narrowest. The blocks are arranged in a descending pattern from left to right.

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Some Stats

- Did you know that 49% of all recorded workplace conflicts were a result of clashing personalities in the office?
 - (Source: CPP "Global Human Capital Report").
- Research suggests that companies that support collaborative working are five times more likely to be high performing because a collaborative culture tends to have higher engagement levels, lower stress levels, and higher success rates.
 - (Source: Forbes)

 The 'PowerHour' logo is located at the bottom right of the slide.

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US Stat

“
\$359 billion in paid hours
or the equivalent of
385 million working
days are lost each
year to workplace
conflict.”

Workplace Conflict and
How Businesses Can Harness It to Thrive

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UK Stats

Conflict at Work: The Cost to Business

1.8 The average number of times each employee in the UK gets into a conflict every year.

362.5 million Working days lost due to workplace conflict in the UK every year.

85% Management time spent dealing with conflict is not used.

11.3 More absent due to stress in the UK 2019/20.


Employment Mutual 17 days, Dismissal 14 days, Grievance 12 days.

Can help you reduce these numbers. Get in touch if you'd like to find out how www.conflictresolution.com | 07904 099999 | info@conflictresolution.com

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Changing a Team's
Mindset
is Changing a Team's
Culture


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Two Opposing Mindsets

<p>Unilateral Control</p> <ul style="list-style-type: none"> You attempt to make others do what you want them to do, believing that you are acting in the best interests of your organization. “My way is the right way” 	<p>Mutual Learning</p> <ul style="list-style-type: none"> You achieve your goals by learning from and with your team. You are open to being influenced by them. At the same time you seek to influence them. You see each member of your team as having a piece of the puzzle.
---	--

Schwarz, R. (2017). *The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Coaches, and Trainers*




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Mutual Learning Mindset

- Works together with the Ladder of Inference
- Mutual learning changes the way people work with each other
 - Including creating trust and understanding between individuals and group members.
- Mutual Learning is seeking knowledge that will result in action
- Opposite of Unilateral Control Mindset




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When we feel psychologically threatened or embarrassed, research shows


→ **98%**

of us operate from a UNILATERAL CONTROL MINDSET!

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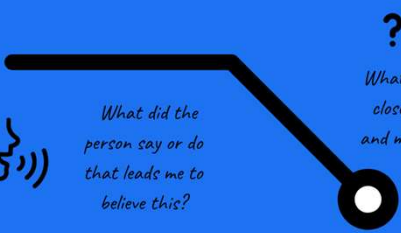
What do you notice about your thoughts and behaviours under stress?



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Learning to Lower Your Ladder



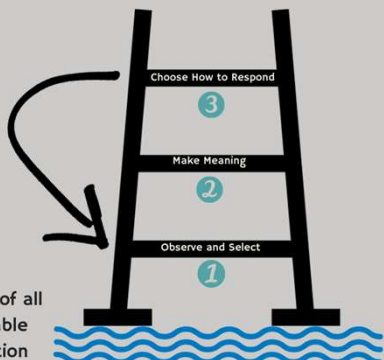
What did the person say or do that leads me to believe this?

???

What explanation is closer to the data and more generous of spirit?

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The Ladder of Inference




Choose How to Respond
3

Make Meaning
2



Observe and Select
1

The pool of all observable information

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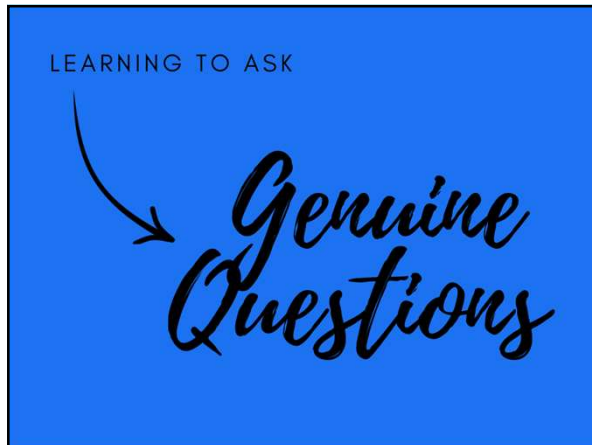


Can you think of a time when you climbed the Ladder?
What happened?





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LEARNING TO ASK




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Genuine Questions

 <p>Genuine Questions</p> <p>Genuine questions increase learning and reduce defensive behaviour.</p> <p>A genuine question is one you ask with the intent of learning something you don't know.</p>	 <p>Non-Genuine Questions</p> <p>A non-genuine or rhetorical question is one you ask to indirectly make a point.</p> <p>Easing in is one form of non-genuine question. When you ease in, you indirectly try to raise an issue or advocate your point of view.</p>
---	---

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Is Your Question Genuine?



Do I already know the answer to my question?

Am I asking the question to see if people will give the right answer?

Am I asking the question to make a point?

40

What should you be **CURIOUS** about?

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Types of Questions to Ask

Questions to:

- Create a shared understanding
- Explore reasoning
- Determine support

General purpose questions such as:

- How do you see it?
- What do you think?
- Can you tell me more about that?

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As my friends start eating, Tony says "interesting" as he takes his first bites of his hamburger

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Step One - Observe & Select

The Ladder of Inference

The pool of all observable information

1 Observe and Select

2 Make Meaning

3 Choose How to Respond

What did I see and hear?

What is the directly observable behaviour that I can capture on video?

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Step Two - Make Meaning

The Ladder of Inference

The pool of all observable information

1 Observe and Select

2 Make Meaning

3 Choose How to Respond

What meaning do you infer from the behaviour?

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Step Three - Choosing How (& If) to Respond

The Ladder of Inference

Will you respond?
If so, what questions can you ask to learn more?

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Reacting

I CAN'T BELIEVE YOU HATE MY COOKING!

My feelings are so hurt

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Responding


Can you tell me more about what you meant when you said interesting?

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Tips & Tricks


When someone says...	I am likely to infer and make meaning that	A question I can ask to find out more
"Everyone thinks there is a problem with X"	This person has some specific examples and information to share	Can you tell me more about why you think this?
"Don't you think that...?"	This person isn't asking a genuine question or they have a solution in mind	Can you help me understand why you want to try this idea?
"This is the only way to do this"	This person has some information that they haven't shared with you or the group	Can you tell me more about the options you've discussed and why this option is the most feasible in your opinion?




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Additional Scenarios


Virtual Team


Reorganization


Committee


Staff Meeting



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What NEXT?

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Getting Started

Listen to everyday conversations all around you!

Get good at the first two steps (observing and inferring)



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focus on self growth

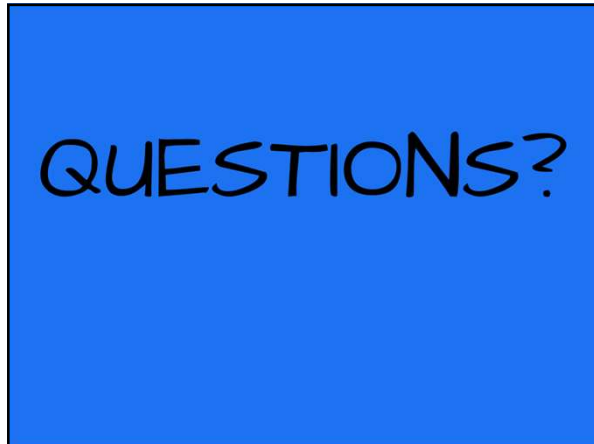
53

Reflections


What is your key take away?

What is the one thing you want to start doing differently?

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 **Q & A**

Please put your questions in the chat.

If you have additional questions for Glenda, please email her at gbeauchamp@hqc.sk.ca





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Destination site: <https://www.surveymonkey.com/r/XGTCCDH>

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See you in September!


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To register, [visit our events page](#):




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Virtual Team Scenario




- You are part of a new work team meets that meets every morning for a quick 15 minute huddle
- You have noticed that everyone has their web cam on except Paul
- What does your Ladder look like here?
- What genuine question would you ask to find out more?




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Scenario 


I don't think the reorganization is going to happen?



Let's just say not everyone wants it to happen.





Why not? Everyone I've spoken with says it's going to happen




What genuine question could you ask to find out more?

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 **Committee Scenario** 

- As a small committee is working to plan for an upcoming event, Sheila notices that one of the group members has been silent.
- He has not contributed at all during the meeting.
- When invited to join in, he says he has nothing to add.
- What does Sheila's Ladder look like?
- What genuine question would you ask to find out more?


<https://www.watersfoundation.org/webbed/mod8/mod8-5-1.html>



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 **Staff Meeting Scenario** 

- Bob is the staff member presenting at the monthly staff meeting today, he arrives late. In a dishevelled state.
- Then he spent another 10 minutes fumbling to set up his computer and projector.
- As a result, there is now a new policy that says "anyone presenting at a staff meeting must arrive 15 minutes early to set up"



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