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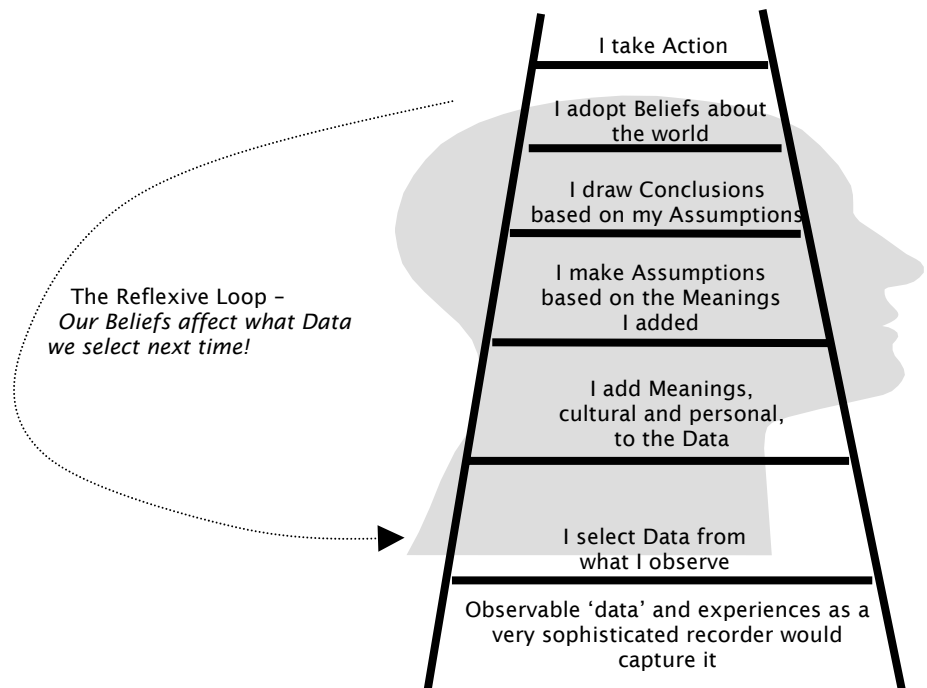
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# Improved Teamwork: Enabling Critical Conversations



In order for team members to contribute as much as they can, they need to be able to engage in effective dialogue. They must recognize when they have moved from *data* to *assumptions* (as on the model above). They must have the willingness and ability to make clear *their* own beliefs and assumptions, and the willingness and ability to listen to *others*. They must make clear what they want for themselves, for the others on the team, and for the larger organization. In addition, they must understand and appreciate both their own Operating Style and also the legitimate value brought by team members with complementary Operating Styles. They first must become conscious of themselves; then they can deal empathetically with others.

The Ladder of Inference (above) comes from *The Fifth Discipline Fieldbook*.

The Uncritical Inference Test comes from the Institute of General Semantics.

*Core Communications* comes from Miller and Miller.

Operating Styles comes from *50 Activities for Sales Training*.