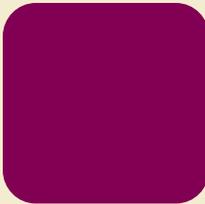




# Management Matters

A PMFO Series



**Ellen B. Kagen, M.S.W.**  
**Director**  
**Georgetown University Leadership Academy**





THE NATIONAL CENTER ON  
Program Management  
and Fiscal Operations

## Why Did I Do That?

### Mental Models & Their Influence on Your Work as a Leader

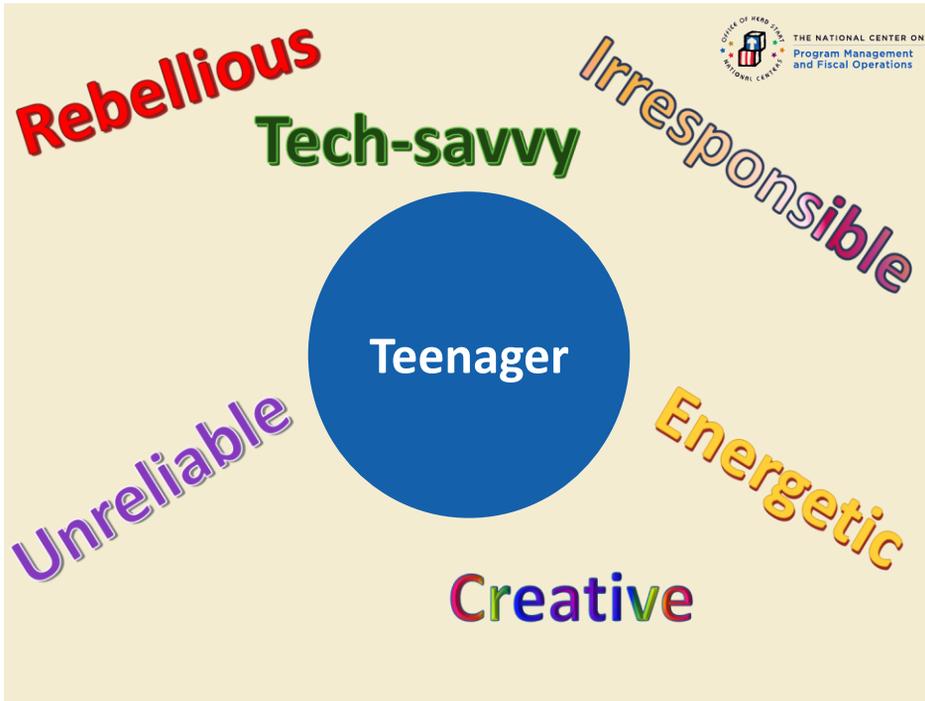












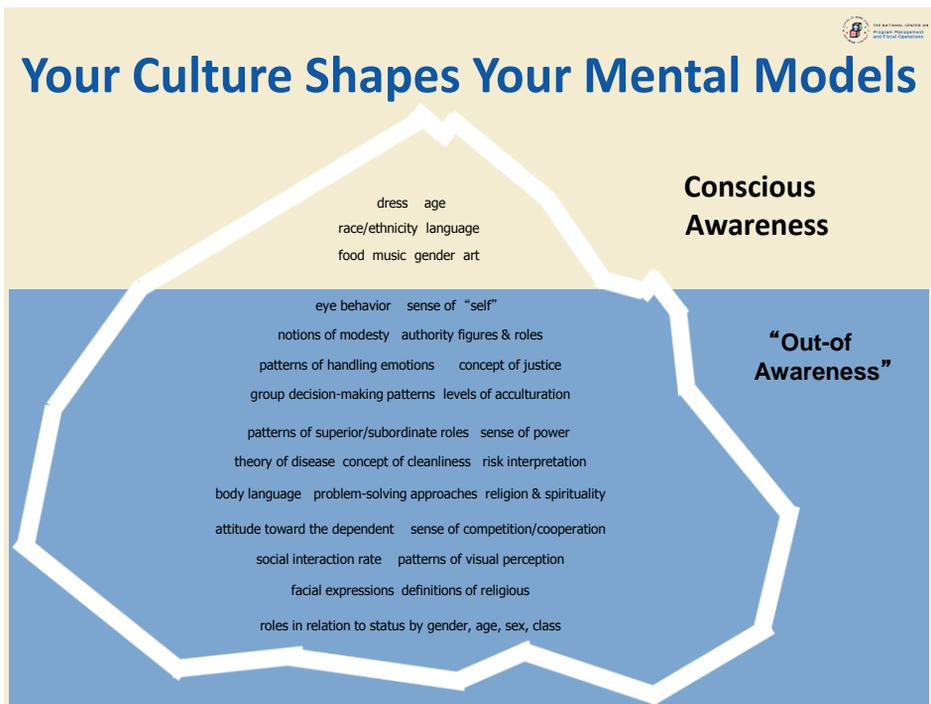
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**Mental Models are the combination of your:**

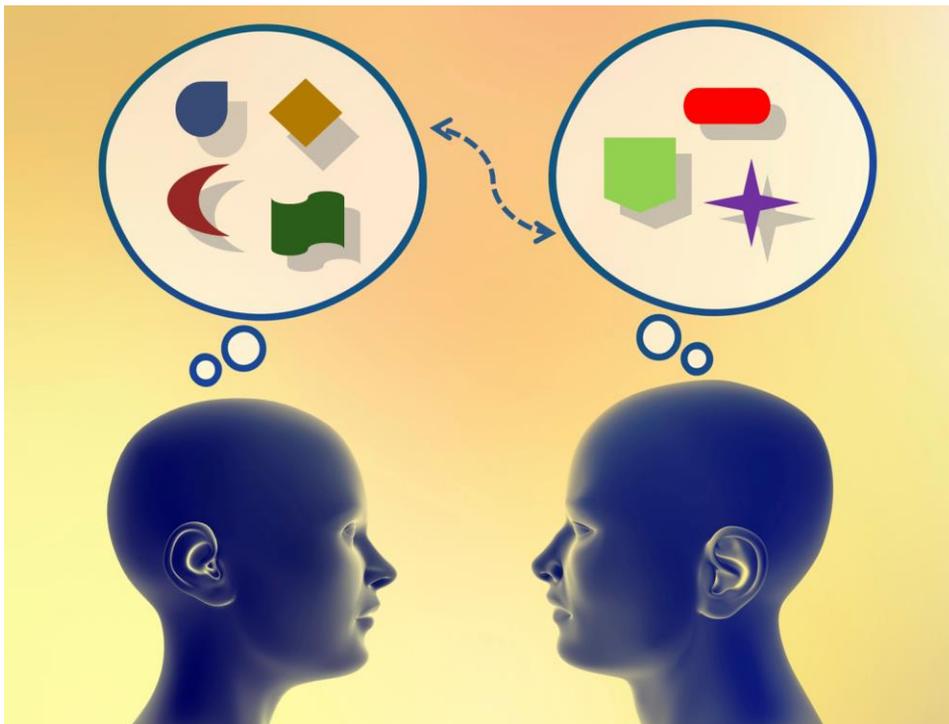
- Beliefs
- Habits of thought
- Ancestral voices
- Assumptions
- Perceptions

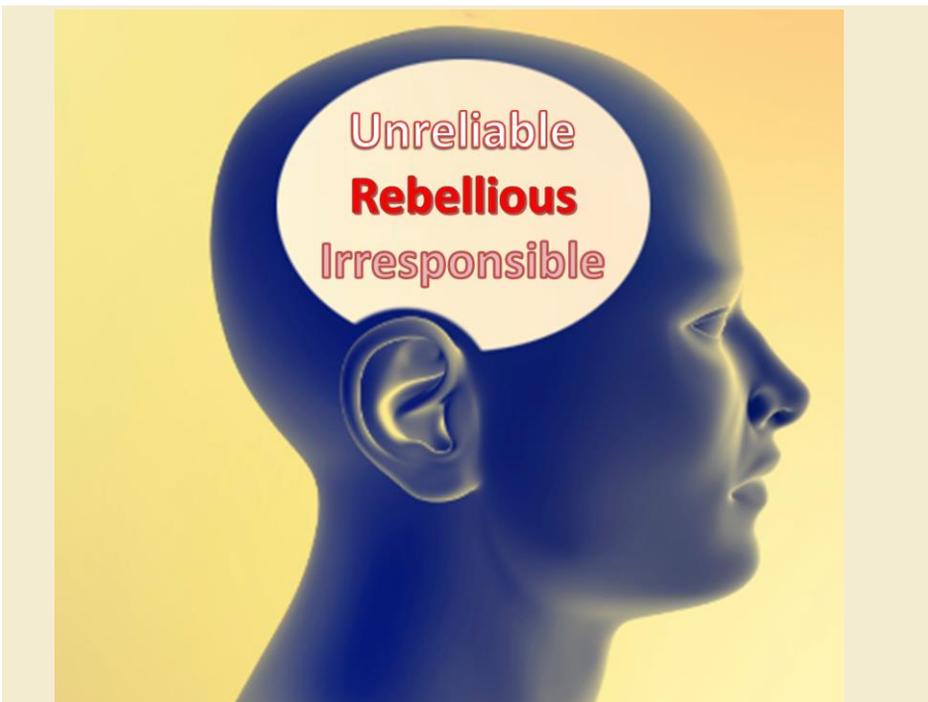
Image of a woman thinking.



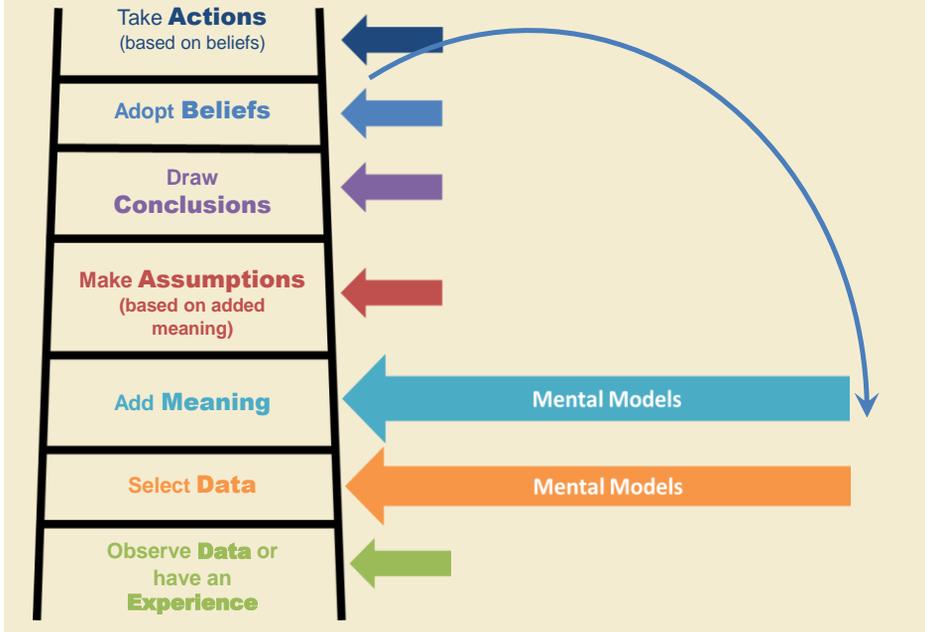


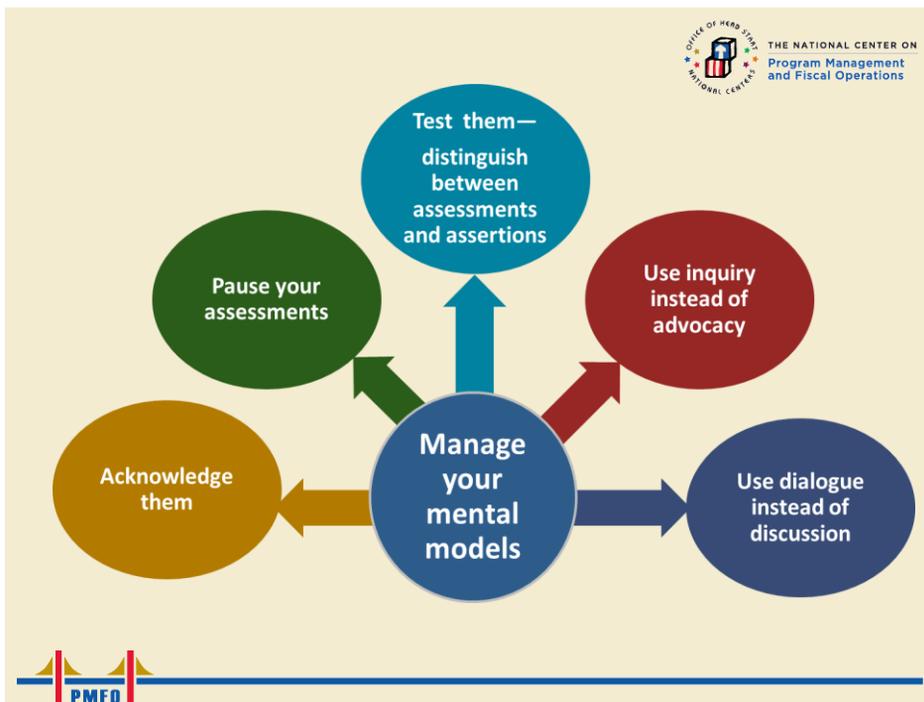
# Conscious Or Unconscious





# Ladder of Inference





## Assessments

- Cannot be shown to be true or false
- This room is cold!
- Hiring additional staff would not be worth the added cost

## Assertions

- Can be shown to be true or false
- This room is 67 degrees
- Hiring one more full-time employee would make our personnel costs exceed our budget by \$35,000



**“If we believe something to be true that is not tested or not true, we often act as if it is true.”**

**-Professor Daniel Kies**

Kies, D. (1995). *Underlying Assumptions*.



## Your mental models might be based on:

**Grounded and warranted assessments**

**Ungrounded and unwarranted assessments**

### Advocacy

- Stating your point of view
- Expressing your opinion
- Urging the action you think is best

### Inquiry

- Asking questions
- Clarifying information
- Being curious

	High	Low	Inquiry		High
Advocacy	High	High Advocacy–Low Inquiry	1. Telling	High Advocacy–High Inquiry	4. Generating
	Low	Low Advocacy–Low Inquiry	3. Observing	Low Advocacy–High Inquiry	2. Asking

# Discussion vs Dialogue

## Meeting Agenda

- Report on Topic #1
- Report on Topic #2
- Report on Topic #3
- Report on Topic #4
- Report on Topic #5





**Developed by Ellen B. Kagen, M.S.W.  
Georgetown University**

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