Libraries = Learning Organizations

Discovering the complexities and interdependencies of systems
MENTAL MODELS

• The perceptions of your reality
  - Biology, experience and culture
  - Collections of beliefs
  - Assumptions
  - Stories of how you view the world
4 levels of system view

- Events
- Patterns of Behavior
- Systemic Structure
- Mental Models
LADDER OF INFERENCE

I take Actions based on my beliefs
I adopt Beliefs about the world
I draw Conclusions
I make Assumptions based on the meanings I added
I add Meanings (cultural and personal)
I select "Data" from what I observe
Observable "data" and experiences (as a videotape recorder might capture it)
The reflexive loop (our beliefs affect what data we select next time)

Chris Argyris
ETHICAL MODELS

- Consequence-Based
  - Utilitarianism
  - Right action maximizes overall happiness

- Rights-Based
  - The rights of humans
  - Simply by being human or belonging to a group

- Duty-Based
  - Categorical imperative
  - Right action equals universal law

- Virtue-Based
  - Virtues that humans ought to have
  - Actions of virtuous person
Next Steps....

- Accept every experience as personal
- Climb the ladder slowly and watch your step
- Prepare to be delighted
- Develop courage to listen and ask