

Unilateral Control Model

Achieve in through us control Win, don't Minimize negative Act ration	nilateral t lose expressing feelings	I I understand the situation, those who see it differently do not I am right, those who disagree are wrong I have pure motives, those who disagree have questionable motives My feelings are justified	Advocate my position Keep my reasoning private Don't ask others about their reasoning Ease-in Save face	Misunderstanding, unproductive conflict and defensiveness Mistrust Self-fulfilling, self- sealing processes Limited learning Reduced effectiveness Reduced quality of work life
1 1 1				



Mutual Learning Model

Core Values and Assumptions Strategies Consequences Valid information Increased understanding. I have some information, Test assumptions others have other and inferences reduced unproductive Free and informed information conflict and choice Share all relevant information defensiveness Each of us may see Use specific examples and Internal things the others do not Increased trust commitment agree on important words Differences are Reduced self-fulfilling. Compassion Explain reasoning and intent opportunities for learning self-sealing processes Focus on interests not People are trying to Increased learning positions act with integrity given Increased effectiveness their situations Combine advocacy and Increased quality of inquiry work life Jointly design the approach Discuss undiscussables Use a decision making rule that generates the commitment needed