

# Unilateral Control Mindset

## Values

**Win, don't lose**

**Be right**

**Minimize expression of negative feelings**

**Act rational**

Source:  
Roger M Schwarz,  
**Smart Leaders Smarter Teams:** How You and Your Team Get Unstuck to Get Results, 2013

## Assumptions

(may be unspoken)

*"I understand the situation; those who disagree don't."*

*"I am right; those who disagree are wrong."*

*"My motives are pure; those who disagree have questionable motives."*

*"My feelings and behaviors are justified."*

*"I am not contributing to the problem."*

## Behaviours



State my views **without asking** for others' views, and vice-versa.



**Withhold** relevant information



Speak in general terms & **don't agree** on what important words mean.



Keep my reasoning **private**; don't ask about others' reasoning.



Focus on **positions**, not interests.

**1+?=3**

Act on untested assumptions & inferences **as if they were true**.



**Control** the conversation



**Avoid**, ease into or save face on difficult issues.

# Mutual Learning Mindset

## Values

**Transparency**

**Curiosity**

**Informed choice**

**Accountability**

**Compassion**

Source:  
Roger M Schwarz,  
**Smart Leaders Smarter Teams:** How You and Your Team Get Unstuck to Get Results, 2013

## Assumptions

(may be unspoken)

*"I have some information; so do other people."*

*"Each of us may see things that others don't."*

*"I may be contributing to the problem."*

*"Differences are opportunities for learning."*

*"People may disagree with me & have pure motives."*

## Behaviours



**State views and ask** genuine questions



**Share** all relevant information

**ABC**

Use **specific** examples & **agree** on what important words mean



**Explain** reasoning and intent



Focus on **interests**, not positions



**Test** assumptions and inferences



**Jointly design** next steps



**Discuss** undiscussable issues