Unilateral **Control** Approach

Mindset → Behavior → Results

Values

Win, don't lose

Be right

Act rational

Minimize expressions of negative feelings

Assumptions

I understand the situation; those who disagree don't

I am right; those who disagree are wrong

I have pure motives; those who disagree have questionable motives

My feelings and behavior are justified

I am not contributing to the problem

Behavior

1. State my views without asking for others' views and vice versa

2. Withold relevant information

3. Speak in general terms and don't agree on what important words mean

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

5. Focus on positions, not interests

6. Act on untested assumptions and inferences as if they were true

7. Control the conversation

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

Results

Performance

Lower-quality decisions
Less innovation
Longer implementation time
Increased costs

Working Relationships

Lower commitment
Decreased trust
Reduced learning
Greater defensiveness
Unproductive conflict
Inappropriate dependence on others

Individual Well-Being

Reduced motivation
Decreased satisfaction
Limited development opportunities
Increased stress

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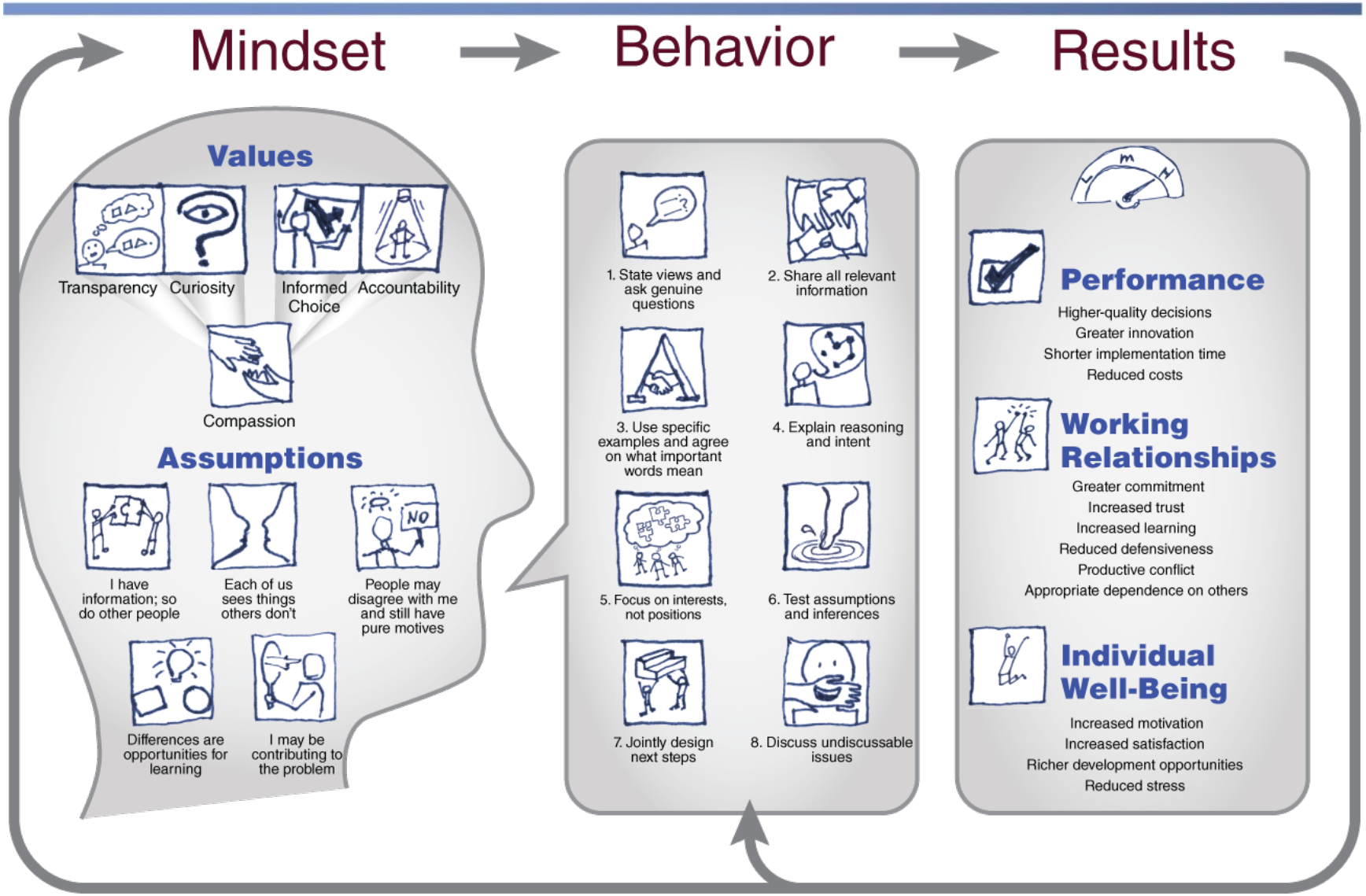
Mutual **Learning** Approach



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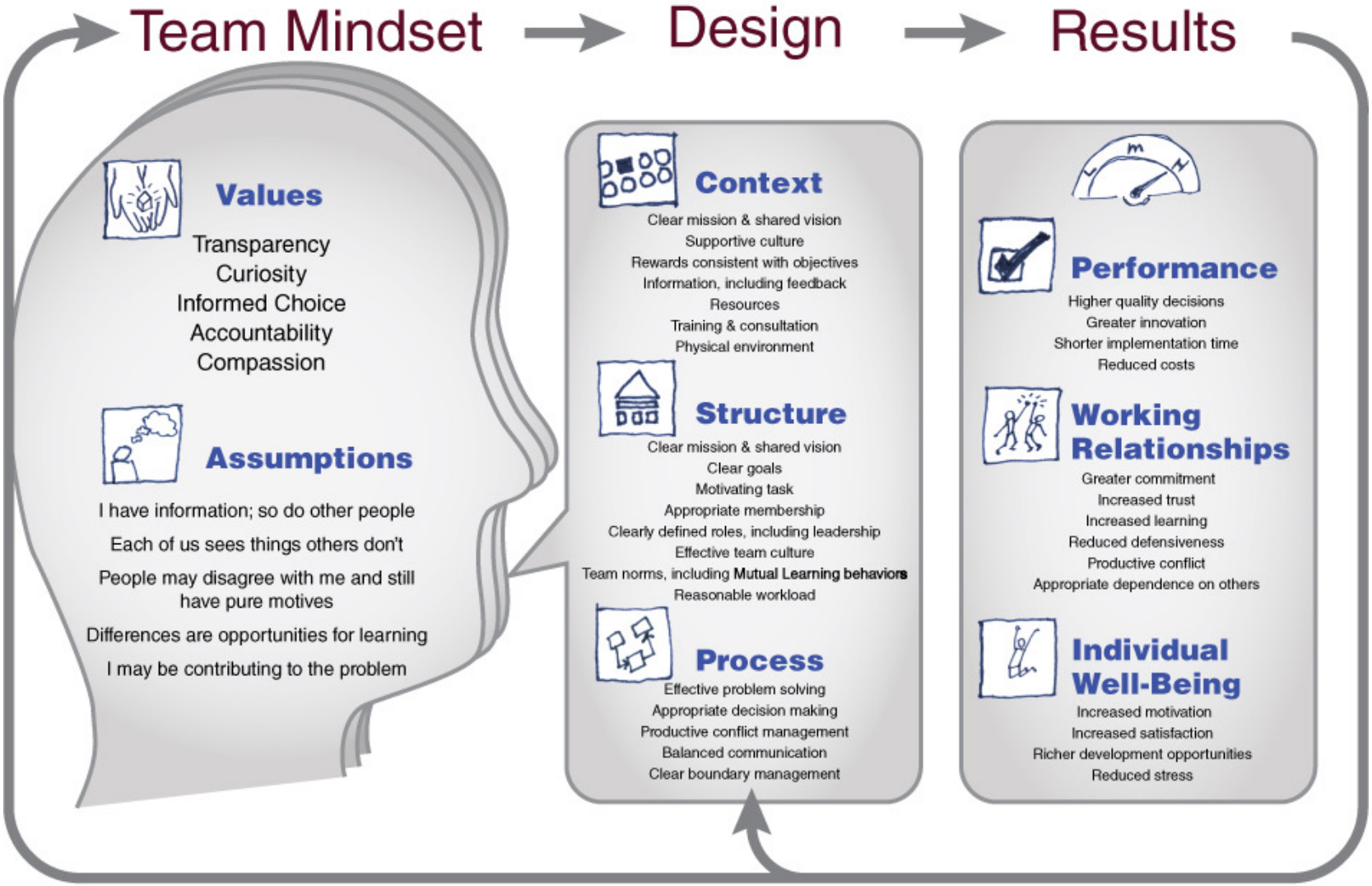
Team Effectiveness Model



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