

Excerpts from Learning Guide for Win/Win Assessment

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Based on the complex set of interpersonal dynamics with many facets and scenarios, as just described, you will approach each conflict slightly differently. Consciously or unconsciously you scan the environment, determine your safety, and analyze how successful you will be at getting your needs met. The outcome of this process helps you determine a course of action. If you are in an emotional state, you will nearly always revert to your primary innate

Examples of Reverting to a Secondary Strategy

(1) Your primary style is Fighter, and your secondary style is Compromiser. Let's say you're having a disagreement with your boss. You might decide that at this point in your career you do not want to have a fight with your boss. So you unconsciously move to the Compromiser style, subconsciously knowing you probably won't win the situation with the boss using the Fighter style and that compromise would better fit the situation.

(2) Your primary style is Harmonizer, and your secondary style is Evader. Normally you would give in to a colleague's demands at work, but the last request to meet a deadline was just impossible for you to meet. Rather than give in to this person one more time, you decide that you will just avoid the person and not deal with the unreasonable request.

Examples of Underlying Beliefs and Language of Evader Style

- Conflict is dangerous; therefore:
"It really isn't such a big deal if Mary takes over the marketing plan."
- People get hurt in arguments; therefore:
"It isn't worth it to confront Sam about what he said at the party last night."

Evader Style Liabilities

. . . differences do not get resolved . . . In the end, no one wins because one party refuses to acknowledge or address the issues. Over time, a person who continuously evades issues, differences, or conflicts feels resentful that others are getting their needs met while the Evader's needs are not met. . . .

Examples of Underlying Beliefs and Language of Fighter Style

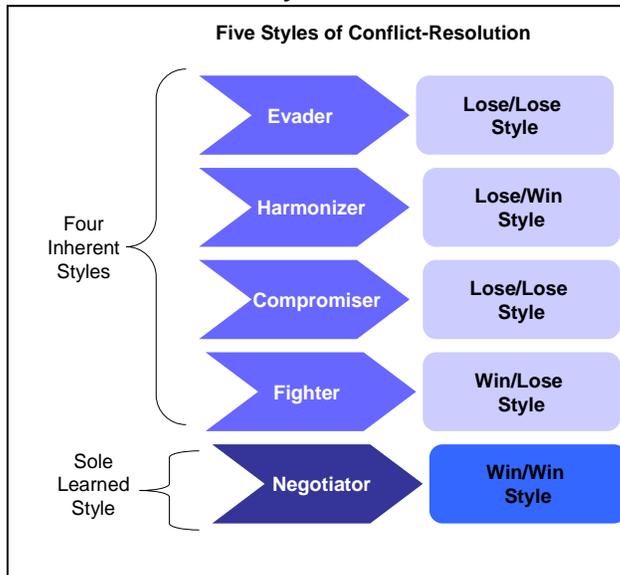
- I have to fight to get what I want; therefore:
"I will do whatever it takes to make sure I get credit for winning that client."
- I've got to look out for number one; therefore:
"I'll make absolutely sure I always get what I need."

Fighter Style Liabilities

More often than not, most of us are not faced with crisis at a magnitude that requires a no-nonsense Fighter to take charge. In personal and business relationships, Fighters tend to alienate others by their aggressive and confrontational approach to resolving differences . . .

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Conflict-Resolution Styles



Like all living things, our primary reaction to threat (or conflict) is based on the “fight-or-flight” response. Hardwired into the core of our brainstems, this reaction has ensured our survival as a species.

By the time you reached the age of three or four years old, your primary and secondary styles of reacting to conflict were etched into your psyche to the point where they became instinctual. These are the styles to which you automatically revert during a threatening or conflict event without even thinking about it.

Moving from Your Inherent Style to the Win/Win Negotiator Style

Now you know what your inherent primary and secondary styles of conflict resolution are, and you’ve learned the behaviors associated with the other styles. How can you move from your inherent style to the Negotiator style, especially in emotional situations?

Here are some tips to keep in mind when dealing with differences of opinion, conflict, or problem-solving.

...

(4) Think about the nature of the disagreement.

Reflect on the source of the differences as it relates to how you feel about the conflict. For example, is it because you have a different set of facts than the other person? Is it because you have different goals or objectives that do not appear to be mutually obtainable? Could it be a value issue—that is, your values are different than those of the other person, resulting in the conflict? Or perhaps there is a disagreement around a method to achieve something.

...

(6) Think about your and the other person’s roles.

Often when you have one role to play and your partners have a different role, these role differences can cause conflict even between people with the best intentions. For example, engineering may be responsible for staying within a project budget, while marketing is responsible for increasing the customer base, using up its budget. . . .

Based on the Win/Win Assessment, what style does your partner have?

How do your style and your partner’s style of solving problems weaken the partnership?