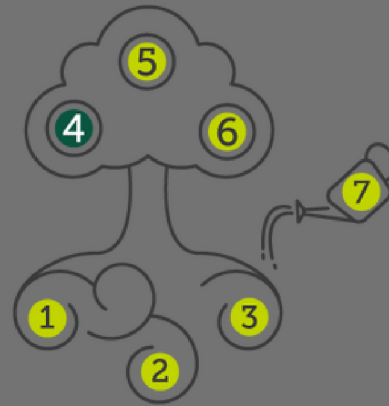


# Habit 4

## Think Win/Win

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**Remember that effective interdependence can only be built on a foundation of true independence.**

We're dealing with a very dramatic and very fundamental paradigm shift.

**You can't just suddenly do it; you have to travel the road.**

You can't be successful with other people if you haven't paid the price of success with yourself.

**That's the focus of Habits 1, 2 and 3. Independence is an achievement. Interdependence is a choice only independent people can make.**

**newleaf**



Interdependence opens worlds of possibilities for deep, rich, meaningful associations, for vastly increased productivity, for serving, for contributing, for learning, for growing.

But it is also where we feel the greatest pain, the greatest frustration, the greatest roadblocks to our happiness and success.

**Pain caused by our lack of personal leadership, can make us feel vaguely uneasy and uncomfortable, but because the pain is chronic, we learn to live with it.**

When we have problems in our interactions with other people, it's often acute, intense, and we want it to go away.

**That's when we try to treat the symptoms with quick fixes and techniques — the band-aids of the Personality Ethic. We don't understand that the acute pain is an outgrowth of the deeper, chronic problem. And until we stop treating the symptoms and start treating the problem, our efforts will only bring counterproductive results.**

**newleaf**



**The Emotional Bank Account is a metaphor that describes the amount of trust that's been built up in a relationship. It's the feeling of safeness you have with another human being.**

If I make deposits into an Emotional Bank Account with you through courtesy, kindness, honesty, and keeping my commitments to you, I build up a reserve. Your trust towards me becomes higher, and I can call upon that trust many times if I need to. I can even make mistakes and that trust level, that emotional reserve, will compensate for it.

But if I have a habit of showing discourtesy, disrespect, cutting you off, overreacting, ignoring you, becoming arbitrary, betraying your trust, threatening you, eventually my Emotional Bank Account is overdrawn. The trust level gets very low. I'm walking on mine fields. I have to be very careful of everything I say. Many organisations are filled with it. Many families are filled with it. Many marriages are filled with it.

**Our most constant relationships, with our partners and our professional relationships require our most constant deposits. Think of a deposit as worth half a withdrawal, so to improve your relationships you'll need to work on maximising your deposits and minimising your withdrawals.**

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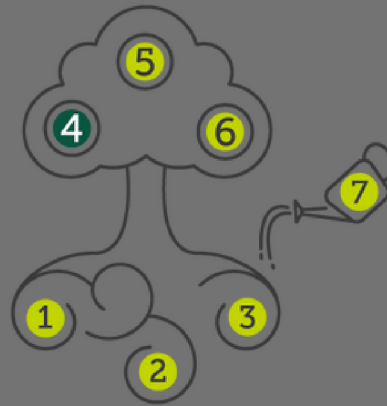
**Remember that a quick fix is a mirage. Building and repairing relationships are long-term investments.**

If you become impatient you may make huge withdrawals and undo any good you've done.

It's hard not to get impatient and although it takes character to be proactive, we know it is worth it.

**There are 6 major deposits that we would like you to think about and practice...**

**newleaf**



#### 1. Understanding the individual

**This is one of the most important deposits and is the key to every other deposit.**

You simply don't know what constitutes a deposit to another person until you understand that individual.

**What might be a deposit for you might not be perceived by someone else as a deposit at all. It might even be perceived as a withdrawal, if it doesn't touch the person's deep interests or needs.**

To make a deposit, what is important to another person must be as important to you as the other person is to you.

**At work think about treating people all the same by treating them all differently.**

**newleaf** 



**Using your self awareness, select someone whom you have an important relationship with and reach out to them, asking how they are and what, if anything, you can help them with.**

Try and tune in to their needs in this moment.

**newleaf** 



#### 2. Attending to the little things

**The little kindnesses and courtesies are so important.**

Small discourtesies, little unkindnesses, little forms of disrespect, make large withdrawals in relationships.

**The big things are the little things.**

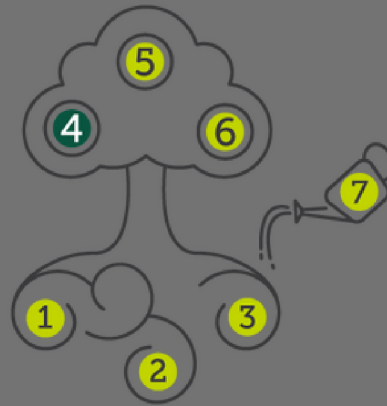
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**Using your self awareness select someone who you have an important relationship with and choose two little things you can do to show how much they mean to you.**

Try and tune in to their needs in this moment.

**newleaf** 



### 3. Keeping commitments

**Keeping a commitment or a promise is a major deposit; breaking one is a major withdrawal.**

In fact, there's probably not a more massive withdrawal than to make a promise that's important to someone and then not to come through.

The next time a promise is made, they won't believe it.

**People tend to build their hopes around promises, particularly promises about their basic livelihood.**

**newleaf**



### Adopt a philosophy never to make a promise you don't keep.

Therefore, try to make them very carefully, very sparingly, and be aware of as many variables and contingencies as possible so that something doesn't suddenly come up to keep you from fulfilling it.

Occasionally, despite all efforts, the unexpected does come up, creating a situation where it would be unwise or impossible to keep a promise.

**But value that promise. Either keep it anyway or explain the situation thoroughly to the person involved and ask to be, "released from the promise."**

**newleaf**



### 4. Clarifying expectations

**The cause of almost all relationship difficulties is rooted in conflicting or ambiguous expectations around roles and goals.**

Unclear expectations will lead to misunderstanding, disappointment, and withdrawals of trust.

**Many expectations are implicit. That's why it's so important whenever you come into a new situation to get all the expectations out on the table. People will begin to judge each other through those expectations.**

If they feel like their basic expectations have been violated, the reserve of trust is diminished.

**When expectations are not clear and shared, people begin to become emotionally involved and simple misunderstandings become compounded, turning into personality clashes and communication breakdowns.**

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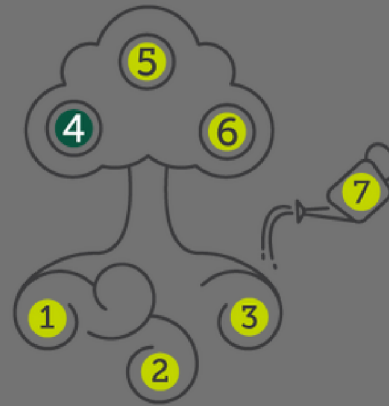


**Using your self awareness select someone who you have an important relationship with and think about an area where you can turn an implicit expectation into an explicit one by having a conversation.**

Try and tune in to their needs in this moment.

**newleaf**





## 5. Showing personal integrity

**You are the role model in your company.**

The way you behave sets the tone for the culture of your organisation.

**Personal integrity generates trust and is the basis of many different kinds of deposits.**

Lack of integrity can undermine almost any other effort to create high trust relationships.

**Integrity includes but goes beyond honesty. Honesty is telling the truth — in other words, conforming our words to reality. Integrity is conforming reality to our words - fulfilling expectations.**



Using your self awareness select someone who you have an important relationship with and think about an area where you have not met their expectations and have a conversation with them about it.

Try and tune in to their needs in this moment.



## 6. Apologising sincerely when you make a withdrawal

When we make withdrawals from the Emotional Bank Account, you need to apologise, and you need to do it sincerely.

Great deposits come in using sincere words.

**It takes a great deal of character strength to apologise quickly out of one's heart rather than out of pity.**

A person must possess himself and have a deep sense of security in fundamental principles and values in order to genuinely apologise.

**People with little internal security can't do it. It makes them too vulnerable. They feel it makes them appear soft and weak, and they fear that others will take advantage of their weakness.**

It is one thing to make a mistake, and quite another thing not to admit it. People will forgive mistakes, because mistakes are usually of the mind, mistakes of judgment. But people will not easily forgive the mistakes of the heart, the ill intention, the bad motives.

**Apologies have no value if the behaviour repeats.**

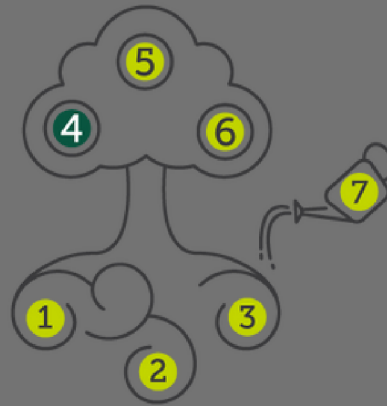


Using your self awareness select someone who you have an important relationship with and think about a recent time when you didn't apologise.

Make amends and reach out to that person and apologise with all of your heart.

**Try and tune in to their needs in this moment.**





#### Habit 4 - Think Win/Win

The idea behind this habit is to have the courage to seek mutual benefit from all human interactions instead of having winners on the one side and losers on the other.

Achieving a "Win/Win" way of interacting with others is more than just being nice or looking for a quick fix, it's a total philosophy.

There are 6 paradigms of human interaction...

**newleaf**



#### 1. Win/Lose: I Beat You

The Win/Lose paradigm makes everything a competition, one person's success must come at the expense of someone else's success.

Leaders with the Win/Lose mentality use an authoritarian style of leadership; people with this mindset tend to use their authority, power, status, or personality to get what they want.

**Most people have a deeply embedded Win/Lose mentality that's taught early on and reinforced through different life experiences.**

When a child is compared — explicitly or implicitly — to her sibling or other children, it creates a Win/Lose framework. If you're being judged and valued based on how you stack up against someone else, then there's no way both people can win. As children get older, they often look from their parents to their peers for validation, and other children raised with the same scripting are likely to reinforce the Win/Lose paradigm.

**Sports is built on the Win/Lose paradigm: You can't win a game unless the other team loses. And even our system of law is designed to determine who is guilty and who is innocent.**

While there are situations when a Win/Lose approach is appropriate, most of life calls for cooperation, not competition.

**newleaf**



#### 2. Lose/Win: You Can Have Your Way and I'll Deal With It

People with the Lose/Win paradigm are more interested in taking the path of least resistance than getting what they want. They generally want to appease and gain acceptance by the other person, and they tend to be intimidated by others' strengths and shy away from expressing their own wants and feelings.

Leaders with this paradigm of the six paradigms of human interaction have a permissive, indulgent style of leadership.

Win/Lose people enjoy dealing with Lose/Win people because they face no resistance in getting what they want. But both the Win/Lose and Lose/Win paradigms stem from personal weaknesses and insecurities that are being expressed either in a power grab or acquiescence. People who use a Lose/Win or Win/Lose paradigm haven't made efforts toward synergistic communication or working on their self-paradigms.

**People with a Lose/Win mindset lose not only in their interactions, but also in their own well-being: They tend to suppress a lot of feelings, which can fester and bubble up in anger, resentment, cynicism.**

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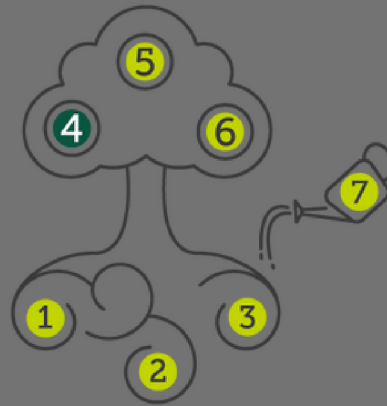
#### 3. Lose/Lose: If I Can't Win, You Won't Either

When two people with a Win/Lose paradigm get in a standoff, their attitudes can devolve into a vindictive Lose/Lose mentality, meaning that you want the other person to lose so badly that you are willing to take a hit as well.

Lose/Lose is the result of getting so focused on the demise of your enemy that you become blind to everything else, including your own well-being. You may also develop a Lose/Lose paradigm if you're very dependent and have no sense of personal direction, so you think that if you're unhappy then others should be.

**Ugly divorce battles are often examples of the Lose/Lose paradigm. In one case, a judge orders a partner to sell assets and give half the money to their ex-partner. They sell their car, worth more than £10,000, for a meager £50 and hand £25 to their ex-partner. They do the same with the rest of the assets, selling them for far less than their true value just so that the ex-partner also gets less money.**

**newleaf**



#### 4. Win

A Win paradigm is different than Win/Lose because it only focuses on your own outcome; if you have a Win mentality, you want to get what you want whether the other person wins or loses.

The Win paradigm is an every-man-for-himself mentality — you're concerned with taking care of yourself, and you expect others to do the same for themselves.

**newleaf**



#### 5. Win/Win: You and I Both End Up Happy

The Win/Win paradigm aims to find a solution that benefits both sides, where everyone is happy with the decision and committed to the plan. People with the Win/Win frame of mind value cooperation over competition and believe that there is plenty — of money, success, happiness, and good fortune — to go around. Of the six paradigms of human interaction, this one is the most positive, and helps you focus on synergistic communication.

Reaching a Win/Win resolution can be difficult, and sometimes feels impossible. It often requires you to persist in dialogues longer, even when it feels you've reached an impasse. You also must listen carefully and genuinely try to understand the other person's perspective and goals, then explicitly and respectfully express your own point of view (we'll go into detail about how to do this in Habit 5). Eventually both parties can reach a solution that neither could have come up with on their own.

**newleaf**



#### 6. Win/Win or No Deal

Sometimes a Win/Win resolution is impossible, and it's better for the relationship if you walk away from a negotiation altogether. If it's clear that the two parties aren't going to see eye to eye, or they have entirely different goals and expectations, it can save a lot of tension and problems in the relationship to forego a deal, keep the relationship healthy and then be open to collaborate on something else down the road.

This is where the Win/Win or No Deal paradigm comes in. With this framework, you're determined to find a solution that benefits both parties and, if that's impossible, you're at peace with walking away from the deal, knowing that your goals and values don't align in this situation.

Having the No Deal option in mind as you go into a negotiation — before either party has set any expectations or created any contracts — prevents you from forcing a deal that will inevitably bring issues later, potentially hurting the relationship. Win/Win or No Deal shows that you value the relationship more than the negotiation.

In business, the Win/Win or No Deal paradigm is most effective at the start of a relationship or enterprise, because No Deal may no longer be an option in an ongoing business relationship. If implemented from the start, this framework can preserve the core relationship, especially in family businesses or businesses started among friends if they reach a disagreement somewhere along the line, they can both agree to walk away (or have a buy/sell or other agreement) without hard feelings.

**newleaf**



To achieve Win/Win, alongside integrity to our values we also need to be able to express our feelings and convictions with courage, balanced with consideration for the feelings and convictions of another person.

While courage may focus on getting the golden egg, consideration deals with the long-term welfare of the other stakeholders. The basic task of leadership is to increase the quality of life for all stakeholders.

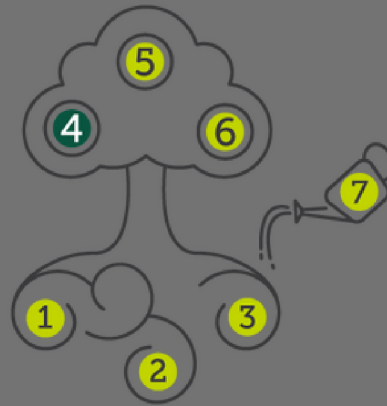
**You have to be empathic and confident - considerate, sensitive, and brave.**

If I'm high on courage and low on consideration, how will I think? Win/Lose. I'll be strong and ego bound. I'll have the courage of my convictions, but I won't be very considerate of yours.

**If I'm high on consideration and low on courage, I'll think Lose/Win. I'll be so considerate of your convictions and desires that I won't have the courage to express and actualise my own.**

High courage and consideration are both essential to Win/Win. It is the balance that is the mark of real maturity. If I have it, I can listen, I can empathically understand, but I can also courageously confront.

**newleaf**



**Win/Win can only survive in an organisation when the systems support it.**

If you talk Win/Win but reward Win/Lose, it doesn't result in Win/Win. You get what you reward.

**If you want to achieve the goals and reflect the values in your mission statement, then you need to align the reward system with these goals and values.**

Cooperation in the workplace is as important to free enterprise as competition in the marketplace. The spirit of Win/Win cannot survive in an environment of competition and contests.

**For Win/Win to work, the systems have to support it. The training system, the planning system, the communication system, the budgeting system, the information system, the compensation system — all have to be based on the principle of Win/Win.**

So often the problem is in the system, not in the people. If you put good people in bad systems, you get bad results. You have to water the flowers you want to grow.

**newleaf**



**There's no way to achieve Win/Win ends with Win/Lose or Lose/Win means.**

**You can't say, "You're going to think Win/Win, whether you like it or not."**

So, the question becomes how to arrive at a Win/Win solution.

**The four-step process**

**First**, see the problem from the other point of view. Really seek to understand and to give expression to the needs and concerns of the other party as well as or better than they can themselves.

**Second**, identify the key issues and concerns (not positions) involved.

**Third**, determine what results would constitute a fully acceptable solution.

**And fourth**, identify possible new options to achieve those results.

**You can only achieve Win/Win solutions with Win/Win processes — the end and the means have to be the same.**

**newleaf**



**Most people are deeply scripted in the Scarcity Mentality. They see life as having only so much, as though there were only one pie out there. And if someone were to get a big piece of the pie, it would mean less for everybody else.**

People with a Scarcity Mentality have a very difficult time sharing recognition and credit, power or profit — even with those who help in the production.

**They also have a very hard time being genuinely happy for the successes of other people — even, and sometimes especially, members of their own family or close friends and associates.**

It's almost as if something is being taken from them when someone else receives special recognition or windfall gain or has remarkable success or achievement.

**They want other people to be the way they want them to be. They often want to clone them, and they surround themselves with "yes" people — people who won't challenge them, people who are weaker than they.**

It's difficult for people with a Scarcity Mentality to be members of a complementary team. They look on differences as signs of insubordination and disloyalty.

**newleaf**



**The Abundance Mentality, on the other hand, flows out of a deep inner sense of personal worth and security.**

It is the paradigm that there is plenty out there and enough to spare for everybody.

**It results in sharing of prestige, of recognition, of profits, of decision making. It opens possibilities, options, alternatives, and creativity.**

Public Victory does not mean victory over other people. It means success in effective interaction that brings mutually beneficial results to everyone involved.

**Where are you on the scarcity vs abundancy spectrum?**

**newleaf**