

Model I and Model II Behavior

Model I behavior is the most likely paradigm to be operating at this time.

Model II behavior represents a healthy, but seldom used alternative.

Model I

1. Stay in control. Make things happen the way you intend.
2. Praise others. Tell them what they want to hear. Help them save face. (Must use deception to do this - white lies and cover ups)
3. Never confront other's reasons/actions
4. Advocate your position in order to win (but don't upset people)
5. Never tell people what you really think and feel (silence is "honest")
6. Stick to your beliefs

BUT...

- You must have people's cooperation to be submissive/passive/dependent. In order for you to accomplish what you want, others must be ineffective.
- Model I relies on the *distorted* social values of caring, respect, honesty, strength and integrity.
- We are unaware of our Model I behavior.

Model II

Institutes social values that *help people learn*, especially in circumstances that threaten or embarrass.

Advocate your position, provide data, but invite inquiry

Still care for and show respect to others, but minimize face saving

Model I	Model II
Praise others	Encourage confronting own ideas, help each other uncover assumptions
Don't confront	Recognize people's ability to reflect and self-examine
Advocate to win	Advocate, but also invite inquiry and self-reflection
Tell no lies or bombard	Encourage everyone to say what they know but are afraid to say
Stick to principles	Advocate, but invite inquiry and exploration

Happiness, satisfaction and feeling good are not governing values. If we stick to the healthy forms of social virtues, true satisfaction can result from authentic work.

Concepts from *Overcoming Organizational Defenses* by Chris Argyris. Highly recommended reading.