

	<u>TWO PARADIGMS</u>	
<u>Characteristics</u>	<u>Current Linear Paradigm</u>	<u>Emerging Circular Paradigm</u>
Relationship Style:	Inferior/superior; ranking; confrontation	Equality; linking; affiliation
Results:	Competition; comparison	Contribution; cooperation; collaboration
Focus/Brain/Energy:	External/left/electrical	Internal/right/magnetic
Purpose:	Defend; protect	Learn
Power:	Power over; dominate	Power with, within; actualize
Orientation:	Product; “doing;” task	Process; “being;” relate
Motivation:	Fear	Love
Plane:	Vertical	Horizontal
Conflict:	Win/lose or lose/lose Forgiveness as an act	Win/win Forgiveness as an attitude
Modus Operandi:	Over/under responsible; blaming; shaming; magic bullets; quick fixes; avoiding; do it all myself; suppressing	Self-responsible; accountable; self-directed; accepting; ask for help; expressing
Nature’s Example:	Sun; direct, clear, linear rays	Moon; deep, dark, mysterious cycles
Emphasis:	Dependence, independence, money, marketshare*	Interdependence, mutuality, Synergy, mindshare*

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*Markova, Dawna and Angie McArthur. 2015. *Collaborative Intelligence: Thinking with People Who Think Differently*. Spiegel and Grau.

Responsibility—where are you?

<p>Under-Responsible (often unconscious, victim, invaded)</p>	<p>Self-Responsible (more conscious and respectful)</p>	<p>Over-Responsible (unconscious, invasive, controlling)</p>
1. I'm lovable only if you approve of me.	1. I love myself; therefore I can truly love others.	1. You are a reflection of me. You're lovable only if I approve of you.
2. I depend on you to make me whole. I admit to my weaknesses, but not my strengths.	2. I admit to both my strengths and challenges. It's OK for me to be human.	2. I must shape you up in order for me to be all right. I focus on your weaknesses.
3. You're always right; I'm rarely right. I concentrate on your strengths.	3. I can see both strengths and challenges in other people. It's OK for you to be human.	3. I can't admit the weaknesses in myself; therefore I must always look strong.
4. Things are really hopeless. No one can help me.	4. I can ask others for help.	4. I need to be perfect; therefore I must turn away support and assistance when I need it.
5. I'm helpless; therefore you must take care of me. You take consequences for me.	5. I am responsible for my own actions, and can accept my consequences.	5. I'm responsible for your actions. I take consequences that belong to you.
6. I can't be different. I must please, be approved of.	6. I can be different and allow others to be different from me.	6. If you're different than I want you to be, I will blame, accuse, reject, etc., you.
7. I'm afraid to talk to you because you're always right. Whatever I say will be wrong.	7. I can be honest about my feelings and who I am. I allow you to do the same.	7. Since I must be strong, I can't share my real feelings.
8. I must always do what people ask of me. I can't say "no."	8. I can trust myself, my expressions, my abilities, and my decisions.	8. You don't do things my way (the right way) so I must do them for you.
9. It's not safe to be clear, so I must manipulate to get what I want.	9. I know when I can trust other people.	9. I can't trust others to be clear, so problems are all their fault.
10. I will surely fail; therefore I can't take risks. So why try?	10. I can take risks.	10. I can't let you take risks.
11. My needs will never be met because they're not important. I'm subhuman, inferior.	11. My needs are important—they're a part of me.	11. I don't have personal needs. I'm superhuman, superior.