

## Art Of Thinking Winwin

Bhoga vrtti VS Seva vrtti – SB 1.1.2 Cut-throat Competitor VS `Vaikuntha - Competitionless society'  
**How to survive in this Competitive world & how to prepare ourselves with Vaikuntha Consciousness to go BTG**  
Competing world (`idam adya maya labdham..' `ihante kama bhogartham anyayena artha sanchayan') VS  
Complementing world (`yatra naisarga', `mandara kunda', `paravatanya bharta', `vaimanika sa...')

Demons VS Demigods in Samudra manthan lila – Learning to live with differences for higher principle  
(eg) Lion-Cat-mouse : Hitopadesa → Use and throw  
(eg) Crane transporting fishes n Crab : Hitopadesa → Motivated voluntary service  
(eg) WinWin, Winlose, LoseWin, LoseLose – Rat-Cat-Owl-Mongoose story from Mahabharata by Bhishma

Draupadi VS Bhima – Compassion VS Justice  
Kauravas VS Pandavas – Win-win Management principles from Mahabharata

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### Paradigm of Competition VS Cooperation

**Moment you step from INDEPENDENCE INTO INTERDEPENDENCE in any capacity,  
you step into a leadership role. You are in a position of INFLUENCING other people.  
And the habit of effective interpersonal leadership is Think Win/Win.**

**Management VS Leadership role** (Produce personal and organizational excellence)  
**Independence VS Interdependence.....constantly seeking Mutual benefit & Satisfaction**  
**Defeating people VS** (One Manager's success means failure for the other managers)  
**Influencing people** (setting up reward system to inspire cooperatively working)  
**Competitive arena VS Cooperative arena ....Horse Race** (setting up people in competition with each other)  
**Behavior/Attitudes VS working on Values... Tree & Roots** (You can't change the fruit without changing the root)

### **Six Paradigms of Human Interaction**

**Win/Win is not a technique; it's a total philosophy of human interaction.**

In fact, it is one of six paradigms of interaction.

The alternative paradigms are Win/Lose, Lose/Win, Lose/Lose, Win, and Win/Win or No Deal.

#### **Win/Win**

**MUTUAL** : heart that constantly seeks mutual benefit & satisfaction in all human interactions.

**ARENA** : sees life as a cooperative arena (abundance), not a competitive arena (scarcity).

**COMMITMENT** : all parties feel good about the decision and feel committed to the action plan.

**WAY** : believes in not your way or my way; it's a *better* way, a higher way.

Win/lose is based on power and position rather than on principle.

#### **Win/Lose**

"If I win, you lose." Authoritarian approach: "I get my way; you don't get yours."

Its prone to use position, power, credentials, possessions, or personality to get their way.

**PARENTS** : When patience, understanding or love is given or withdrawn on the basis of **comparisons**  
**Whenever love is given on a conditional basis, when someone has to earn love**, what's being  
communicated to them is that **they are not intrinsically valuable or lovable. Value does not lie inside**  
**them, it lies outside. It's in COMPARISON WITH SOMEBODY else or AGAINST SOME EXPECTATION.**  
And what happens to a young mind and heart, highly vulnerable, **HIGHLY DEPENDENT UPON THE**

**SUPPORT AND EMOTIONAL AFFIRMATION OF THE PARENTS**, in the face of conditional love?

The child is molded, shaped, and programmed in the Win/Lose mentality.

**"If I'm better than my brother, my parents will love me more."**

**"My parents don't love me as much as they love my sister. I must not be as valuable."**

**PEER GROUP** : A child first wants acceptance from his parents and then from his peers.

And we all know how cruel peers sometimes can be. They often accept or reject totally on the basis of conformity to their expectations and norms, providing additional scripting toward Win/Lose.

**ACADEMIC** : The academic world reinforces Win/Lose scripting. **People are NOT GRADED AGAINST THEIR POTENTIAL** (Einstein) **or against the FULL USE OF THEIR PRESENT CAPACITY** (squirrel vs Hanuman). **They are graded in relation to other people.** And grades are carriers of **SOCIAL VALUE**; they **open doors of opportunity** or they close them. **Competition, not cooperation, lies at the core of the educational process.**

**ATHLETICS** : particularly for young men in their high school or college years. Often they develop the basic paradigm that life is a big game, a zero sum game where some win and some lose.

**"Winning" is "beating down others" in the athletic arena.**

**LAW** : The first thing many people think about when they get into trouble is suing someone, taking them to court, "winning" at someone else's expense. **Focus on peaceable negotiation, the techniques of Win/Win, and the use of private courts, may not provide the ultimate solution.**

**Certainly there is a place for Win/Lose thinking in truly competitive and low-trust situations.**

**(eg) Unreasonable wars – Hitler, Duryodhana**

**But most of life is not a competition. We don't have to live each day competing with our spouse, our children, our coworkers, our neighbors, and our friends.** "Who's winning in your marriage?" is a ridiculous question. If both people aren't winning, both are losing.

**Most of life is an interdependent, not an independent, reality.**

**Most results you want depend on cooperation between you and others.**

**And the Win/Lose mentality is dysfunctional to that cooperation.**

### **Lose/Win**

**"I lose, you win." "Go ahead. Have your way with me." "Step on me again. Everyone does."**

**"I'm a loser. I've always been a loser." "I'm a peacemaker. I'll do anything to keep peace."**

**It has no standards—no demands/expectations/vision. Usually quick to please or appease.**

**They seek strength from popularity or acceptance.**

They have **little courage to express their own feelings and convictions** and are **easily intimidated by the ego strength of others.** **Lose/Win means being a nice guy**, even if "nice guys finish last."

**Win/Lose people love Lose/Win people because they can feed on them.**

**But the problem is that Lose/Win people bury a lot of feelings.** And unexpressed feelings never die: they're buried alive and come forth later in uglier ways. **Psychosomatic illnesses**, particularly of the respiratory/nervous are the reincarnation of **cumulative resentment, deep disappointment** repressed by the Lose/Win mentality. **Disproportionate rage or anger, overreaction to minor provocation, and cynicism are other embodiments of suppressed emotion.**

**People who are constantly repressing, not transcending feelings towards a higher meaning find that it affects the quality of their self-esteem and eventually the quality of their relationships with others.**

Both Win/Lose and Lose/Win are weak positions, based in personal insecurities. Many executives, managers, and parents swing back and forth, as if on a pendulum, from Win/Lose inconsideration to Lose/Win indulgence. When they can't stand confusion and lack of structure, any longer, they swing back to Win/Lose—until guilt undermines their resolve and drives them back to Lose/Win—until anger and frustration drive them back to Win/Lose again.

### **Lose/Lose**

When two Win/Lose people get together—that is, when two determined, stubborn, ego-invested individuals interact—the result will be Lose/Lose. Both will lose. Both will become vindictive and want to "get back" or "get even," blind to the fact that murder is suicide, that revenge is a two-edged sword.

(eg) Divorce in which the husband was directed by the judge to sell the assets and turn over half the proceeds to his ex-wife. He sold a car worth over \$10,000 for \$50 and gave \$25 to the wife. When the wife protested, the court clerk checked on the situation and discovered that the husband was proceeding in the same manner systematically through all of the assets.

Some people become so centered on an enemy, so totally obsessed with the behavior of another person that they become blind to everything except their desire for that person to lose, even if it means losing themselves.

Lose/Lose is the philosophy of war.

Lose/Lose is also the philosophy of the highly dependent person without inner direction who is miserable and thinks everyone else should be losing too. "If nobody ever wins, perhaps being a loser isn't so bad."

### **Win**

Another common alternative is simply to think Win. People with the Win mentality don't necessarily want someone else to lose. That's irrelevant. What matters is that they get what they want. When there is no sense of contest or competition, Win is probably the most common approach in everyday negotiation. A person with the Win mentality thinks in terms of securing his own ends—and leaving it to others to secure theirs.

### **Which Option Is Best?**

Of these five philosophies discussed so far—Win/Win, Win/Lose, Lose/Win, Lose/Lose, and Win—which is the most effective? The answer is, "It depends."

If you win a football game, that means the other team loses.

If you value a relationship and the issue isn't really that important, you may want to go for Lose/Win in some circumstances to genuinely affirm the other person. "What I want isn't as important to me as my RELATIONSHIP with you. Let's do it your way this time." (Eg) Lord Rama-Kaikeyee's order

You might also go for Lose/Win if you feel the EXPENSE OF TIME AND EFFORT TO ACHIEVE A WIN of any kind would VIOLATE OTHER HIGHER VALUES. Maybe IT JUST ISN'T WORTH IT. (Eg) Priyavrata

There are circumstances in which you would want to Win, and you wouldn't be highly concerned with the relationship of that win to others. (Eg) Fighting battle of Kurukshetra for Krishna's pleasure.

Most situations, in fact, are part of an interdependent reality, and then Win/Win is really the only viable alternative of the five.

**Win/Lose**: is not viable because, although I appear to win in a confrontation with you, **YOUR FEELINGS, YOUR ATTITUDES TOWARD ME AND OUR RELATIONSHIP HAVE BEEN AFFECTED.**

(Eg) If I am a supplier to your company and I win on my terms in a particular negotiation, I **MAY GET WHAT I WANT NOW.** But will you come to me again? My short-term Win will really be a long-term Lose if I don't get your **REPEAT BUSINESS.** So an interdependent Win/Lose is really Lose/Lose in the long run.

**Lose/Win** : you may appear to get what you want for the moment. But how will that **AFFECT MY ATTITUDE ABOUT WORKING WITH YOU,** about fulfilling the contract? I **MAY NOT FEEL AS ANXIOUS TO PLEASE YOU.** I may carry **BATTLE SCARS WITH ME** into any future negotiations. **MY ATTITUDE ABOUT YOU AND YOUR COMPANY MAY BE SPREAD AS I ASSOCIATE WITH OTHERS** in the industry. So we're into Lose/Lose again. Lose/Lose obviously isn't viable in any context.

**WIN** : And if I focus on my own Win and don't even consider your point of view, there's no basis for any kind of productive relationship. In the long run, if it isn't a win for both of us, we both lose.

That's why Win/Win is the only real alternative in interdependent realities.

One with a **REAL WIN/WIN ATTITUDE,** SHOULD STAY LONGER IN THE COMMUNICATION PROCESS, LISTEN, EXPRESS POINT OF VIEW WITH MORE COURAGE. **CONTINUE IN THE WIN/WIN SPIRIT UNTIL A SOLUTION WAS REACHED THAT BOTH FEEL GOOD ABOUT.** And that solution, that Third Alternative, would have been synergistic—probably something neither of them had thought of on his own.

### **Win/Win or No Deal**

If these individuals had not come up with a synergistic solution—one that was agreeable to both—they could have gone for an even higher expression of Win/Win—Win/Win or No Deal.

**No Deal** basically means that if we can't find a solution that would benefit us both, we agree to disagree agreeably—No Deal. No expectations have been created, no performance contracts established. I don't hire you or we don't take on a particular assignment together because it's obvious that our values or our goals are going in opposite directions.

When you have No Deal as an option in your mind, you feel liberated because you have no need to manipulate people, to push your own agenda, to drive for what you want. You can be open. You can really try to understand the deeper issues underlying the positions.

With No Deal as an option, you can honestly say, "I only want to go for Win/Win. I want to win, and I want you to win. I wouldn't want to get my way and have you not feel good about it, because downstream it would eventually surface and create a withdrawal. On the other hand, I don't think you would feel good if you got your way and I gave in. So let's work for a Win/Win. Let's really hammer it out. And if we can't find it, then let's agree that we won't make a deal at all. It would be better not to deal than to live with a decision that wasn't right for us both. Then maybe another time we might be able to get together."

### **(Eg) Mass preaching OR Class preaching?**

When one enters the path of devotional service as a youth, I teach them preaching, managing, counseling etc and grow them to 5 to 8 years. As they grow older, their creative ideas for innovative preaching come up. Oftentimes, those ideas involve presenting philosophy in a more lighter way, non-threatening way and attract audience gradually to KC rather than be very direct or preachy. I've seen that when we don't present KC directly or a bit strongly, people drag on for a while and go away carried by current of maya. Thus I insist that be strong and pure in presentation on Vyayasasana and be kind and sensitive off the Vyasasana while dealing with people on one to one basis. When I find that some youth preachers are still not happy with this approach,

but like to teach Mahabharata, Ramayana, Entertaining stories that indirectly present KC, then I set up a Win/Win or No Deal. I told them that let us arrive at an agreement that everyone feels good about—or I'll have no deal in coordinating meetings for youth preaching, rather they could give shape to their ideas and make devotees and need not have to join the regular meetings. That gave everyone felt free to express his feelings and ideas as they worked to set up a Win/Win or No Deal agreement. Then we made three different groups – VOICE, GYST and Center for Value Education – to cater to Class preaching, Mass preaching and School preaching and corresponding leaders took up the responsibilities and became happy.

### **(Eg) Rath yatra Celebrations sponsorship**

One rich Congregation devotee went to TP and said, "I want to raise funds and put up a 50 lacs Rath yatra festival in our town in a very grand way prabhu." The TP politely spoke, "We are running the temple on debt and are badly in need of funds. You collect 50 lacs, but 30 lacs to temple and do your festival in 20 lacs. Then you've my blessings and permission. The Congregation devotee was put off as he thought he cannot do the festival in 20 lacs. He gave up the idea. When GBC came to the temple, he came to know about the matter from TP and called for the Congregation devotee and told him, "I want you to put up a Rath yatra festival in 50lacs in our town. That only you can do" and the Congregation devotee was taken by pleasant surprise and he started dancing. Then GBC told him, "You should collect 80 lacs and give 30lac to Temple and use 50lacs for Rath yatra." Although the amount was slightly on higher side, still, the Congregation devotee put 30lacs from his own pocket and collected 50lacs with the help of other Congregation devotees and ultimately succeeded in putting up a wonderful Rath yatra festival. TP also became very happy with 30lacs and both of them danced in front of Jagannath clasping their hands together! Haribol!

### **(Eg) Liberal Approach or Conservative Approach in disciplining and educating a boy?**

A lady felt that her husband is too strict with the child and never lets him go for play. But husband felt that the boy is playing all day and has come to 15<sup>th</sup> rank in the class and now he has come to 9<sup>th</sup> Standard. If it goes in this rate, his future is bleak. Then lady took charge of her son for 6 months and tried to bring him up with love and appreciation and the rank of the boy went to 20<sup>th</sup> rank as he took his mother for granted now and had abundant freedom. Now father took charge of the boy and used his strict tools to straighten him up and the boy was now frustrated and became angry on both parents and rank showed not much improvement till the end of the year. Then mother and father sat and put down everything in writing on how much liberal and how much strict we should be about different things in connection to boy and decided to hand the boy over to a good Tuition Teacher for improvement. When they were satisfied, they called the boy and asked his agreement and now in his 10<sup>th</sup> standard, the boy seeing his parents coming up with a balanced approach agreed upon their plan, became a responsible boy and cracked his exams and scored a distinction. Thus in such family relationships, Win/Win is the only way. It requires listening patiently to the other party for understanding, willing to sacrifice some part of our demands/expectations, be honest and willing to forego one's opinion when offered a better one, be respectful in following codes of proper conduct and not use foul language or negative/critical speech, be a well wisher of the boy and not hold grudges or past perceptions etc.

**The Win/Win or No Deal approach is most realistic at the *beginning* of a business relationship or enterprise. In a continuing business relationship, No Deal may not be a viable option, which can create serious problems, especially for family businesses or businesses that are begun initially on the basis of friendship.**

**In an effort to preserve the relationship, people sometimes go on for years making one compromise after another, thinking Win/Lose or Lose/Win even while talking Win/Win. This creates serious problems for the people and for the business.**

(Example) FATHER & SONS IN BUSINESS : A old Father had traditional ways of running his textile business and the sons wanted to demolish and reconstruct the shop and purchase two neighborhood shop properties and triple the space to attract Customers and increase profits. Father was attached to not changing the

ancestral property handed over by his father to him and was not happy with the idea of making the shop bigger by demolishing his father-given property. Due to this the sons told him that at least we'll modify the look of the shop by painting, adding more mirrors and better get up and they did. Still sons were very unhappy and the neighborhood two shops remained unsold for years; but they couldn't purchase them as father was not ready. To not spoil their relationship with Father, sons went for a Win/Win by only painting and modifying look of current shop, but heart of hearts they were not happy. So out of four sons, two of them left the business and went to a far away city to start business on their own and the third one was dull staying at home and the fourth one was respectful to Father and ran the basic show of the old shop.

Without No Deal, many such businesses simply deteriorate and either fail or have to be turned over to professional managers. **Experience shows that it is often better in setting up a family business or a business between friends to acknowledge the possibility of No Deal downstream and to establish some kind of buy/sell agreement so that the business can prosper without permanently damaging the relationship.**

**(Example) DEVOTEE CATERER :** A Hare Krishna Devotee Caterer is charging Rs.150/- per plate of Prasad and a Nondevotee is charging only Rs.120/- per plate for the same Menu. You have to go for a yatra with 100 devotees. You may make a plan to cook Journey Prasad in the house of a devotee and you calculate that the amount comes to just Rs.100/- per plate for same Menu. You go ahead with this option and tell devotee caterer, 'No deal'.

Of course there are **SOME RELATIONSHIPS** where **NO DEAL IS NOT VIABLE**. We can't live in the same **VOICE** student center and go for a no deal, as that would mean, no relationship, no exchange, impersonal and doing one's own thing. Such abandonment in spiritual relationships may cost development of a center due to newcomers getting affected by seeing the wrong type of culture. But in many cases, it is possible to go into negotiation with a full Win/Win or No Deal attitude. And the freedom in that attitude is incredible.

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