

Learner–Judger Mindset and Relationships Chart

Marquardt, M. (2005). *Leading with questions*. San Francisco: Jossey-Bass, 114.

Mindsets

| Judger | Learner |
|----------------------------------|---------------------------------|
| Judgmental of self and others | Accepting of self and others |
| Reactive and automatic | Responsive and thoughtful |
| Know-it-already | Values <i>and</i> knowing |
| Blame | Responsibility |
| Inflexible and rigid | Flexible and adaptive |
| Either/or thinking | Both/and thinking |
| Self-righteous | Inquisitive |
| Personal perspective only | Open to perspectives of others |
| Defends assumptions | Questions assumptions |
| More statements and opinions | More questions and curiosity |
| Possibilities seen as limited | Possibilities seen as unlimited |
| Primary disposition - protective | Primary disposition – curiosity |

We all have both mindsets, and we have the power to choose from where we operate in any moment.

Relationships

| Judger | Learner |
|---|--|
| Win-lose relationships | Win-win relationships |
| Sense of being separate | Sense of being connected |
| Fears differences | Values differences |
| Debates | Dialogue |
| Criticizes | Critiques |
| Listens for: right/wrong; agree/disagree; differences | Listens for: facts; understanding; commonalities |
| Feedback perceived as rejection | Feedback perceived as worthwhile |
| Seeks to attack or defend | Seeks to resolve and create |

We all relate from both mindsets, and we have the power to choose from where we operate in any moment.