The following text appears in Stephen R. Covey's, *The 7 Habits of Highly-Effective People*, Copyright 1989, pp. 210-211.

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.

**Paraphrase with Author Mentioned in the Citation:**

Author, Year of Publication, Page Number

People operating in the “Win” paradigm are not concerned about others achieving their goals, needs, or desires. They do not mind if others reach their own goals, but their primary goal is to achieve their own goals for themselves (Covey, 1989, pp. 210-211).

**Paraphrase with Author Cited in the Text:**

Author, Year of Publication, Page Number

Covey (1989) believes that people operating in the “Win” paradigm are not concerned about others achieving their goals, needs or desires. They do not mind if others reach their own goals, but their primary goal is to achieve their own goals for themselves (pp. 210-211).

**Paraphrase that Plagiarizes:**

Covey believes that people with the Win mentality are not concerned about others achieving their goals, needs or desires. That’s irrelevant. Their primary goal is to achieve for themselves.

**Paraphrase that Alters the Meaning of the Original Passage:**

Covey believes that people operating in the “Win” paradigm have the strong desire to win at any cost. They consider it okay for other people to achieve their own goals, needs or desires, but their primary goal is to achieve their own goals, needs, and desires—so others had better stay
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.

**Direct Quote—1 Author:**

Author, Year of Publication, Page Number

“We people with the Win mentality don’t necessarily want someone else to lose” (Covey, 1989, p. 210).

**Combining Your Writing with a Direct Quote—Author in Citation:**

Author, Year of Publication, Page Number

As one prominent author explains, “People with the Win mentality don’t necessarily want someone else to lose” (Covey, 1989, p. 210).

**Combining Your Writing with a Direct Quote—Author Cited in Text:**

Author, Year of Publication, Page Number

As Covey (1989) explains, “People with the Win mentality don’t necessarily want someone else to lose” (p. 210).

We often go for the illusion of “cramming” instead of the reality of long-term development and growth. We’re into “get the degree . . . so you can get the job . . . so you can get the money . . . so you can buy the things . . . so you’ll be successful.” But what does that kind of “success” bring? The same character and competence that come from deep, continuous investment in learning and growth?

**Direct Quote—2 or More Authors:**

Authors, Year of Publication, Page Number

“We often go for the illusion of ‘cramming’ instead of the reality of long-term development and growth” (Covey, Merrill & Merrill, 1994, p. 58).

**Combining Your Writing with a Direct Quote—2 or More Authors:**

Authors, Year of Publication, Page Number

According to some experts, “We often go for the illusion of ‘cramming’ instead of the reality of long-term development and growth” (Covey, Merrill & Merrill, 1994, p. 58).

**Combining Your Writing with a Direct Quote—2 or More Authors Cited In Text:**

Authors, Year of Publication, Page Number

According to Covey, Merrill and Merrill (1994), “We often go for the illusion of ‘cramming’ instead of the reality of long-term development and growth” (p. 58).