

TEAM BUILDING & NEGOTIATIONS

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TODAY'S PLAN

- Review Business Skills foundations:
 - Basic Management
 - Basic Financial Planning & Recording
 - Basic Marketing
 - Basic Supply Chain Management
- Team-building
- Negotiations

GOALS & OBJECTIVES

- Understand Basic Management Goals & Planning
- Understand basic accounting and finance
- Analyze and explain the basic financial indicators in assessment of a business plan
- Know and analyze the major risk factors of a business.
- Understand basic Marketing Principles
- Understand basic Production Principles

- Define a team and its function
- Identify the characteristics of team players
- Describe what motivates team players
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REVIEW SESSION

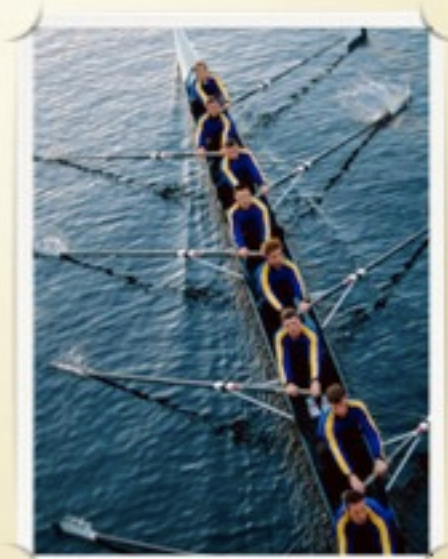
- What do you remember from the first session?
- What happened in Ms. Lin's Business?
- What happened in Ms. Netty's Business?
- What are SWOTs?
- What you do remember about the economy?
- What do we need most of all?



TEAM BUILDING

GROUPS VS. TEAMS

- Group—one leader with two or more people who share a common goal
- Teams—two or more people, all lead and share a common goal
- In a team setting, every member has a sense of ownership and responsibility



TEAMS AND PERFORMANCE

- Formal teams: developed within the formal organizational structure
- Functional (e.g., within a department)
- Cross-functional (e.g., from different departments)
- Informal teams: individuals who get together outside the formal structure to accomplish a goal

STAGES OF TEAM DEVELOPMENT

- Forming stage: getting to know and form initial opinions about team members
- Storming stage: some team members begin to have conflict with each other
- Norming stage: team members accept each other and overcome the conflict
- Performing stage: team works on task
- Adjourning stage: team completes task and brings closure to the project

CHARACTERISTICS OF A TEAM MEMBER

- Know team goals and objectives
- Every activity should contribute to team goals and objectives
- Team member characteristics:
 - Trustworthy
 - Performer
 - Efficient
 - Communicator

- **Synergy:** the extra excitement that occurs when people are truly working together as a team
- **Brainstorming:** a problem-solving method that involves identifying alternatives that allow members to freely add ideas while other members withhold comments on the alternatives

CHARACTERISTICS OF A GOOD TEAM MEMBER - TEAMS & CONFLICT

- Do not make assumptions
- If you disagree with the team, voice your opinion and state why
- If the team decides to go in a direction other than what you wanted, respect and support the team's decision

CHARACTERISTICS OF A TEAM MEMBER - THE PROBLEM MEMBER

- Trust as a foundation
- Do not dump work on others
- Work around a lazy team member
- Team will eventually dismiss a poor performer
- Address performance issues in a respectful and diplomatic manner

CONFLICT GOOD?

- “Whenever you’re in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. The factor is attitude.”
- William James



CONFLICT

- Conflict: disagreement or tension between two or more parties (individuals or groups)
- Individuals are looking at a situation from different perspectives
- Different perspectives mean a diversity of thought



CONFLICT A BREAKDOWN IN COMMUNICATION

- Attitude, maturity, and self-confidence determine how an individual deals with conflict
- Anger and retaliation are common reactions
- No one wins when people respond in anger
- Behave in a logical, mature manner

CONFLICT WHEN DEALING WITH CONFLICT

- Remain calm and unemotional
- Be silent and listen
- Try to see the disagreement from the other person's perspective
- Explain your position and offer a solution
- Come to a solution

CONFLICT ANGER AND EMOTIONS

- Emotions make it difficult to logically resolve an issue
- Remain calm and unemotional
- Acknowledge hurt feelings or anger
- Do not let the anger or hurt dominate your response
- Look for facts
- Identify where communication broke down

WHEN DEALING WITH CONFLICT

- You are the only one who can control your response
- Do not let feelings dictate actions
- Attempt to resolve conflict immediately
- Accept responsibility for actions
- Apologize if necessary

WHEN DEALING WITH CONFLICT (CONT.)

- Retaliation (getting even) is not the answer
- Keep conflict issues confidential
- Document offensive or inappropriate behavior
- Seek company assistance in resolving the issue
- If an internal remedy cannot be reached, seek outside assistance

CONFLICT MANAGEMENT STYLES

- Forcing conflict management style: deals with issue directly, trying to get your way
- Avoiding conflict management style: offense is ignored
- Accommodating conflict management style: allow other party to have his/her way without knowing there was a conflict

CONFLICT MANAGEMENT STYLES

- Compromising conflict management style: both parties give up something of importance to arrive at a mutually agreeable solution
- Collaborating conflict management style: both parties work together to arrive at a solution without having to give up something of value

NEGOTIATION

- Human interaction is essentially negotiation.
- Intimidating, chiseling, and tricking are NOT negotiation.

NEGOTIATION IS PERSONAL

- Emotions, temperament, and personality affect needs, interests, goals, and perspectives.
- Ego, self-concept, and fears affect our needs.
- Attitude affects our needs and our negotiation.
- Knowledge of self is the starting point toward building effective negotiation skills.

NOT EVERYTHING IS NEGOTIABLE

- Every person has limits to what he/she will give and take.
- Not everything SHOULD be negotiated:
- Potential for MUTUAL BENEFIT is a prerequisite to negotiation.

COMPONENTS OF NEGOTIATION

- Personality
- Approach
- Style
- Temperament
- Perception
- Interests
- Goals
- Needs
- Values
- Power
- Type of Conflict
- Substantive Issues
- Alternatives

HOW DO YOU KNOW WHAT YOU KNOW?

- What do you know?
- Beliefs may be confused with Assumptions.
- Critical thinking includes asking: “Why?”

FIFTEEN-STEP PLAN

- Practice critical thinking and empathy.
- Study psychology, sociology, communication, and conflict.
- Know yourself.
- Know negotiation styles and temperaments.
- Communicate effectively.
- Acknowledge cultural and contextual differences and expectations.
- Understand the dynamics of power.

FIFTEEN-STEP PLAN

- Identify interests and goals before you negotiate.
- Be assertive.
- Be persuasive.
- Be prepared and avoid common mistakes.
- Use tactics that work for you and understand other tactics.

RULES OF NEGOTIATION

- Do not think of negotiation as a game.
- Be prepared.
- Know relevant aspects of your own personality.
- Know your behavioral tendencies.
- Know your needs, goals, and powers.
- Perceive and assess your counterpart's personality,

RULES OF NEGOTIATION

- Practice the rules of effective listening, speaking, filtering, and watching.
- Never lose control of yourself.
- Always look for common ground and common goals.
- Know when to walk away.
- Maintain your integrity and trust yourself

RULES OF NEGOTIATION

- Do not negotiate with one who does not have your equivalent authority.
- Confirm the status regularly.
- Put it in writing as soon as possible.

COMMON NEGOTIATING MISTAKES

- Assuming what the other side wants.
- Over-estimating your weaknesses and under-estimating your counterpart's weaknesses.
- Holding to a plan in the face of new information.
- Setting goals that are too optimistic or too pessimistic.
- Setting goals or taking positions without support.
- Making counters to unreasonable or unsupported offers.
- Letting the other side know you have a time deadline.
- Jumping at the first offer.
- Focusing on what the other side gets.
- Saying "No" in an offensive way.

TEAM NEGOTIATION

- Use teams when the matter is complex and requires varying expertise.
- Go solo when issues are limited and you have all necessary information and expertise.
- Go solo when time is short. Take advantage of behind-the-scenes help, if possible.

TEAM NEGOTIATION

- Teams add complexity.
- Conflict may arise within the team from personality, style, perception, and communication difficulties.
- Choosing complementary personalities and expertise for team membership is important.

STAGES OF TEAM DEVELOPMENT

- Acceptance
- Communication
- Motivation
- Organization



- Allow time for team development.
- Diversity increases team ability.
- Diversity increases potential conflict.
- Constructive conflict is a primary benefit of using teams.
- Group think is an example of destructive effects of using teams.
- Playing Devil's advocate is a way to reduce group think.

MAXIMIZING BENEFITS OF TEAMS

- Establish rules of conduct and roles.
- Use of good guy/bad guy easy with teams.
- Plan to negotiate among each other.
- Continually diagnose and monitor conflict.
- Manage constructive conflict.
- Resolve destructive conflict.