

Business Skills Workshop #3
Wednesday, January 20, 2010 & January 27, 2010

Business Skills Training Handbook



Livelihood Development via Agro-Processing
SFA2006 (GCP/RLA/167/EC) Location: Grenada

Teamwork & Negotiations



Effective teams contain a small number of people with complementary skills who are equally committed to a common purpose, goals and working approach for which they hold themselves mutually accountable. The primary force that moves any work group toward becoming a high-performing team is its emphasis on performance.

A group with the potential of becoming a team recognizes the need for, and is really trying hard to achieve, higher performance but some roadblocks are in the way. Its purpose and goals may need greater clarity or the team may need better coordination. It has not yet established a sense of collective accountability. To become a real team, the group needs to acquire the set of common characteristics that lead to consistently high performance.

Key Behavioral Dimensions

1. Establishing a common purpose
2. Assessing team strengths and weaknesses
3. Developing specific individual goals
4. Getting agreement on a common approach for achieving goals
5. Encouraging responsibility for both individual and team performance
6. Building mutual trust among members
7. Maintaining an appropriate mix of team member skills and personalities
8. Providing needed training and resources
9. Creating opportunities for small achievements
10. Facilitating process

Participation. In order to gain agreement on a common purpose and a common approach, to get acceptance of accountability for both individual and team performance and to build mutual trust, team members must all participate and feel they have been a part of the process. The resulting ownership of the team that emerges, personal attachment to the team and commitment to achieving its goals are the essential foundation to high performance.

Group dynamics. A team is a highly developed type of group. Consequently the majority of factors associated with group dynamics also affect team building (e.g., norms, cohesiveness, communication patterns, decision-making procedures, etc.). A group is two or more individuals who interact primarily to share information and to make decisions to help each other perform within a given area of responsibility. A team is a group whose members are committed to a common purpose, have a set of specific performance goals and hold themselves mutually accountable for the team's results. Teams can produce outputs greater than the sum of their parts.

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.

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

Negotiation

Human interaction is essentially negotiation. Intimidating and tricking are NOT negotiation. 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.

Negotiation Styles:

- 🕒 Avoidance
- 🕒 Adversarial/Competitive
- 🕒 Accommodating/Compromising
- 🕒 Cooperative/Collaborative

What happens with each style:

- 🕒 Avoiding may sustain positive outcomes but permits escalating negative outcomes.
- 🕒 Competing creates a win/lose game.
- 🕒 Compromising gives up something.
- 🕒 Collaborating creates win/win.

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.

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

Team Building Exercises

Lost at Sea: A Consensus-Seeking Task

(Paul M. Nemiroff and William A. Pasmore)

Goals

● To teach the effectiveness of consensus-seeking behavior in task groups through comparative experiences with both individual decision making and group decision making.



● To explore the concept of synergy in reference to the outcomes of group decision making.

LOST AT SEA INDIVIDUAL WORK SHEET

Name _____

Subgroup _____

Instructions:

You are adrift on a private yacht in the South Pacific. As a consequence of a fire of unknown origin, much of the yacht and its contents have been destroyed.

The yacht is now slowly sinking. Your location is unclear because of the destruction of critical navigational equipment and because you and the crew were distracted trying to bring the fire under control.

Your best estimate is that you are approximately one thousand miles south-southwest of the nearest land. Following is a list of fifteen items that are intact and undamaged after the fire.

In addition to these articles, you have a serviceable, rubber life raft with oars. The raft is large enough to carry yourself, the crew, and all the items in the following list.

The total contents of all survivors' pockets are a package of cigarettes, several books of matches, and five one-dollar bills.

Your task is to rank the fifteen items that follow in terms of their importance to your survival.

Place the number 1 by the most important item, the number 2 by the second most important, and so on through number 15, the least important.

- Sextant
- Shaving mirror
- Five-gallon can of water
- Mosquito netting
- One case of U.S. Army C rations
- Maps of the Pacific Ocean
- Seat cushion (flotation device approved by the Coast Guard)
- Two-gallon can of oil-gas mixture
- Small transistor radio
- Shark repellent
- Twenty square feet of opaque plastic
- One quart of 160-proof Puerto Rican rum
- Fifteen feet of nylon rope
- Two boxes of chocolate bars
- Fishing kit

LOST AT SEA GROUP WORK SHEET

Subgroup _____

Instructions:

This is an exercise in group decision making. Your subgroup is to employ the group consensus method in reaching its decision. This means that the prediction for each of the fifteen survival items must be agreed on by each subgroup member before it becomes a part of the subgroup decision.

Consensus is difficult to reach. Therefore, not every ranking will meet with everyone's complete approval. As a subgroup, try to make each ranking one with which all members can at least partially agree. Here are some guides to use in reaching consensus.

1. Avoid arguing for your own individual judgments. Approach the task on the basis of logic.
2. Avoid changing your mind if it is only to reach agreement and avoid conflict. Support only solutions with which you are able to agree at least somewhat.
3. Avoid "conflict-reducing" techniques such as majority vote, averaging, or trading in reaching your decision.
4. View differences of opinion as a help rather than a hindrance in decision making.

- Sextant
- Shaving mirror
- Five-gallon can of water
- Mosquito netting
- One case of U.S. Army C rations
- Maps of the Pacific Ocean
- Seat cushion (flotation device approved by the Coast Guard)
- Two-gallon can of oil-gas mixture
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Team Building Exercises

Keypunch

Participants must touch the randomly placed numbers, in sequence, within a given time frame in multiple attempts.

The group must touch all the numbered spots as fast as they can. The team is given five attempts and must complete all attempts within a 30 minute window, whilst seeking to A/ complete the task and B/ if possible better their time. The group is penalized when a number is touched out of order and if more than one person is inside the boundary of the set area. The penalty may be, for example, that the group must start the attempt again but the time keeps ticking for that attempt.

Helium Stick

Deceptively simple teamwork activity. Form two lines facing each other. They will have a long, thin rod laid onto the group's index fingers. **The Goal:** Lower the stick to the ground. **Why:** Deceptively simple but powerful exercise for learning how to work together and communicate in small to medium sized groups.

How:

Line up in two rows which face each other. Meet the Helium Stick- a long, thin, lightweight rod. The participants will point their index fingers and hold their arms out.

Discussion:

What was the initial reaction of the group?

How well did the group cope with this challenge?

What skills did it take to be successful as a group?

What creative solutions were suggested and how were they received?

What would an outside observer have seen as the strengths and weaknesses of the group?

What roles did people play?

What did each group member learn about him/her self as an individual?

NEGOTIATION – Plan, Do, Review

Military Air Base

The teams are asked to prepare for a negotiation session. At issue: Country “A” wishes to have a military air base in their country, country B. The local populations in each are not excited about a greater military presence, but have not categorically ruled out country A’s involvement. Locals wonder what the benefits and liabilities to them would be.

Participants need to develop a plan for 1) how they will conduct the negotiation, and 2) what issues the negotiation will likely address.

After planning for the negotiation, preliminary talks may be held.

Planning For Negotiation

Information: what information is needed from the other side?

Leverage evaluation: Who has more power? What will you do to enhance your leverage?

What are the main issues needing negotiation? (e.g. legal authority, revenues, restrictions, etc.)

What are the goals of your country? What are the expectations? List both for each side. (try to guess your counterparts’ goals/ expectations)

Plan the negotiation sequence: step 1, 2, 3 etc. Set roles for speaking, taking notes etc.

Opening offers: What would be your opening offer? Should you let the other party go first? What terms do you want?

Tactics: What sort of tactics will you employ – to persuade? – to divert attention from your weak points?

Concessions: What concessions do you want? What concessions are you prepared to make yourself?

JOURNEY TO SHARAHAD

This exercise simulates an intercultural exchange between Americans and a fictional culture. Participants role-playing either culture can learn from the experience. The task is simple, but the cultural barriers are considerable. One of the greatest challenges of this exercise is to teach the cultural patterns to the “Sharahadan” participants in a short period of time.

Situation: the Americans have proposed a business meeting in order to gather information on Mizar Marketing. The questions relate to what kind of performance the Sharahadans can promise the Americans as their distributors. If the information is favorable, they will propose a profitable deal for both sides.

Planning For Negotiation

- 🕒 Information: what information is needed from the other side?
- 🕒 Leverage evaluation: Who has more power? What will you do to enhance your leverage?
- 🕒 What are the main issues needing negotiation?
- 🕒 What are the goals of your company? What are the expectations? List both for each side. (try to guess your counterparts' goals/expectations)
- 🕒 Plan the negotiation sequence: step 1, 2, 3 etc. Set roles for speaking, taking notes etc.
- 🕒 Opening offers: What would be your opening offer? Should you let the other party go first? What terms do you want?
- 🕒 Tactics: What sort of tactics will you employ - to persuade? - to divert attention from your weak points?
- 🕒 Concessions: What concessions do you want? What concessions are you prepared to make yourself?