

Management Education

ME

Mid-Manager Program

Interpersonal Skills

Improving Your Interpersonal Communication

Mid Manager Program

Improving Your Interpersonal Communication

Presented by: Laurie Dawson, M.A. & Professor Irv Schenkler

Biographies

Laurie Dawson

Laurie Dawson, M.A. is a therapist in private practice who specializes in interpersonal communication and small group dynamics. Her approach to counseling focuses on ways to clarify and attain personal goals, improve self-esteem and reach higher levels of personal and professional satisfaction. She helps individuals resolve the stressful events of life (whether personal or job related) that can affect their ability to be productive, efficient and enjoy their work. She holds degrees from the University of Western Washington and Antioch University.

Irv Schenkler

Irv Schenkler is an Assistant Professor at New York University's Stern School of Business where he teaches Management Communication and Public Relations at the graduate level and directs the undergraduate program in Organizational Communication. He has also taught at the Amos Tuck School of Business at Dartmouth and Columbia University. He has been a consultant to many of the Fortune 500 companies including Nestles, N.A., Gulf Oil and W.R. Grace. He holds three degrees from Columbia University.

Improving Your Interpersonal Communication Program Agenda

8:00am – 8:30am	Introduction to Course <i>What is Interpersonal Communication?</i>
8:30am – 10:00am	Exercise One: <i>Improving Customer Relations</i>
10:00am – 12:00 noon	Exercise Two: <i>“Copyrighted Exercise”</i>
12:00 – 1:30pm	Lunch <i>Participants may meet with facilitators during this time</i>
1:30 – 2:15pm	Exercise Three: <i>The Ugli Orange Negotiation</i>
2:15 – 3:00pm	Exercise Four: <i>Task Force – Group Decision Making</i>
3:00 – 3:40pm	Exercise Five: <i>Creating a Mission Statement</i>
3:40 – 4:30pm	Review of Day’s Work Program Evaluation

Program Introduction & Goals

This workshop focuses on how people exchange, or transact, ideas and feelings within organizations. All organizations such as Premark are made up of many linkages of interpersonal relationships. By examining the attributes of these interactions, you can become more effective on the job and gain a better understanding of yourself, and others.

As a result of participating in this workshop, you will

- Identify your personal communication style
- Understand how non-verbal communication affects credibility
- Learn how to avoid defensive communication
- Develop disclosure skills
- Sharpen your ability to listen and ask questions
- Improve your ability to advocate your point of view

Self Evaluation Form

Please take a moment to answer these brief questions. We'd like you to evaluate certain aspects of your own interpersonal communication. Your responses will be helpful for our personal meetings, which will be held in the middle of the day.

1. In my current work capacity, the interpersonal communication skill (or method) that I feel most confident about is:

(ex. Calming my supervisor during stressful situations, motivating subordinates..)
2. The approach that characterizes my communication style could be called:

(ex. Direct, easy going, humorous, compromise..)
3. One of my foremost strengths is:
4. I'm least confident when I'm doing:
5. When confronted with a challenging situation, I most often react by:
6. (If different) I would prefer to react to these kinds of situations by:
7. The image I believe I portray to other people is:
8. (If different) The way I really feel is:
9. The work situations I find most rewarding occur when:
10. The situations I try to avoid are those that make me feel:

So that we may understand your concerns, please indicate which interpersonal skills you would like to improve or change in this workshop. Thanks.

Actions That Encourage & Discourage Creativity

Encourage Creativity

Optimism

Positive Attitude

Being Interested

Giving Credit

Attentive Listening

Lack of Rank or Status

Showing Approval

Tolerating Ambiguity

Paraphrasing Ideas

Building on Ideas

Accepting Risk

Sharing Risk

Being Open

Assuming it is Possible

Suspending Judgment

Visualizing

Making Connections

Fun and Laughter

“Yes, and...”

Discourage Creativity

Blame

Competition

Ridicule

Evaluation

Pessimism

Fear

Silence

Not Listening

Rank and Status

Dominance

Win/Lose Situations

Boredom

Challenge

Nitpicking

Impatience

Cynicism

Precision

Anger

“It’ll Never Work Because...”

Improving Customer Relations

Exercise One Objectives

- Create a conducive climate for problem solving
- Develop listening and questioning skills
- Examine the impact of body language
- Analyze blocks to effective communication

Improving Customer Relations

Exercise One:

In this exercise, you will have the chance to re-enact a different situation you have experienced with either an external customer or a member of your organization who has made demands of you.

Step One

Think about a tough situation you have gone through, especially if it fits into a pattern. For example, have you ever experienced troublesome consumer complaints? Someone who wants the impossible? Suppliers who either deliver late or deliver an inferior product?

Think in terms of a customer oriented situation.

Step Two

Write a profile of the customer and the nature of the demand or situation. Provide as much information as you can about how this person acted and spoke. Also, briefly describe your position and your constraints. Give this profile to your designated partner. Your partner is to assume the role.

Step Three

Those in Group A will have their customer situation re-enacted first.

Group A Members:

Give your partner your customer profile. After you are sure your partner understands the situation, begin the role-play.

Group B Members:

Be sure you understand A's customer situation before beginning the role-play. Ask for clarification where necessary. After the role-play give your partner your customer profile and repeat the process.

Components of Non-Verbal Communication

Body

Posture

Gestures

Facial Expressions

Voice

Causes of Poor Listening

Message Overload

Internal Distractions

Physical Distractions

Inaccurate Assumptions

Blocks in Communication

Preoccupation

Emotional Blocks

Hostility

Past Experiences

Stereotyping

Gender Roles

Status

Hidden Agendas

Professional Roles

Physical Environment

The Sloane Division Case

Exercise Two Objectives

- Identify personal traits and communication style
- Observe the relationship between disclosure and trust
- Examine the use of power in a managerial context
- Develop personal advocacy skills

The Sloane Division Case

Exercise two:

Step One

Read the general information about the fictional “Sloane Division” of Premark International.

Next, you will be assigned a role. Read this role several times. If you have been selected as an observer, you will receive both roles and instructions.

Step Two

Members with the same role will be put in the same group. Discuss, as a group, how you feel you should behave in the coming performance appraisal: discuss your objectives. Observers will also meet. Facilitators will visit each group and offer suggestions.

Step Three

When all groups are ready, you are to reconvene as a class and form pairs. An observer is assigned to each pair. The observer’s job is to provide feedback to the participants on observable listening and interaction behaviors during the interview.

If you have been assigned a role, please:

1. Empathize with the role. Try to see the world as your assigned character sees it and behave accordingly.
2. Do reasonable ad-libbing, but do not add any “facts” that will improve your bargaining position.
3. Stay in your role. Do not jump out of character to comment on the process. If the other person does this ignore the interruption, perhaps treating the out-of-role behavior as a fleeting psychotic episode.

The Sloane Division Case

General Information

The Sloan Division of Premark International, headquartered in Atlanta, produces and markets four major brands of cosmetics. The marketing function is organized as shown in Figure 1, with product managers reporting to brand managers. This exercise involves a meeting between Chris Amon, the brand manager, and Lee Felt, one of Chris's three product managers.

An important event in the relationship between brand managers and product managers is the performance review, which is supposed to occur every three months. The fourth such meeting every year is also the annual salary review. Chris Amon has had a rather hectic travel schedule during the past few months. As a result, six months lapsed since Lee Petty's last review, which was also the annual salary review session. At that time Lee's salary was raised 10 percent.

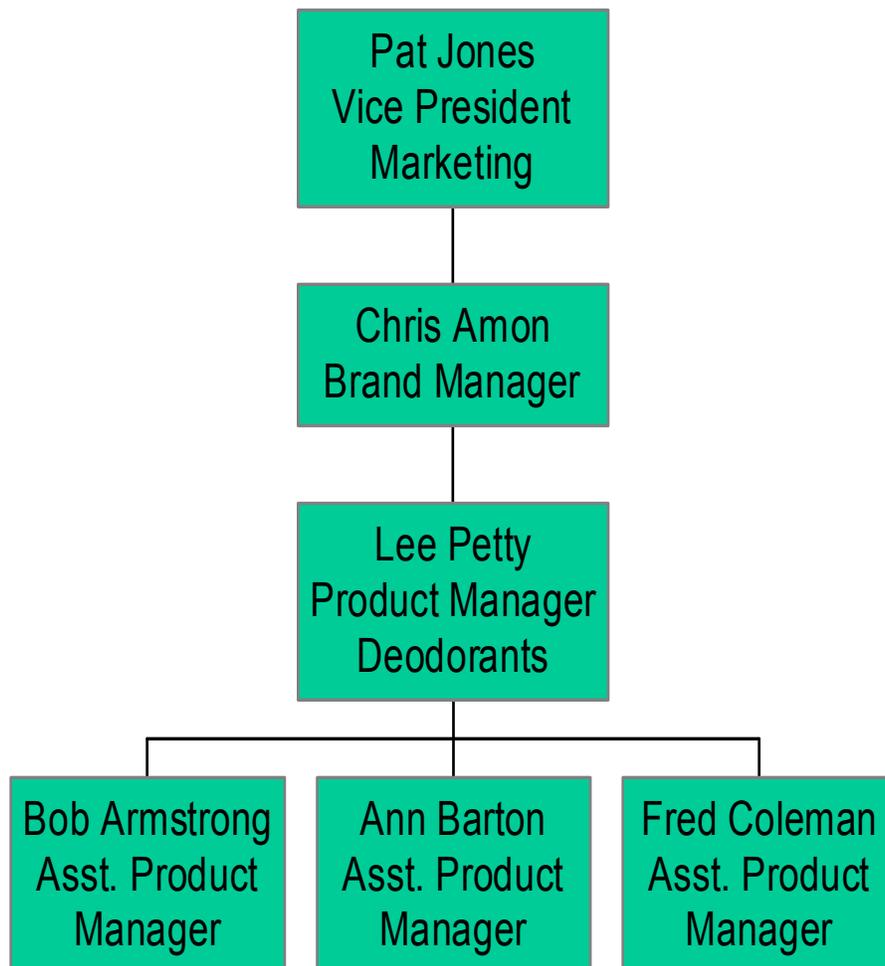
The review had been a positive one, with no corrective action suggested. During the session, Lee asked Chris about the possibility of trading weekend work for longer vacation time. Lee felt the company's vacation policy was biased in favor for high seniority employees (See Figure 2). After checking with the Vice President of Human Resources, Chris reported back to Lee that such a trade would not be possible. It might set a precedent that would upset the vacation benefits structure. The Vice President of Human Resources did, however, assure Chris that the entire benefits structure at the Sloane Division would be reviewed.

Lee's review with Chris is about to convene in Chris's office.

The Sloane Division Case

Figure One:

Organization Chart Summarizing the Marketing Function at the Sloan Division of Premark International.



The Sloane Division Case

Figure Two: Vacation Policy of The Sloane Division

Number of Years Of Service	Vacation
less than one year	none
1 – 5 years	2 weeks
6 – 7 years	3 weeks
8 – 9 years	4 weeks
10 – 15 years	5 weeks
over 15 years	6 weeks

Information for Lee Petty, Product Manager (Subordinate)

Your immediate supervisor, Chris Amon, has returned from extended overseas travel and is now catching up on a backlog of administrative duties. Among these duties are the long overdue reviews of the product managers. Chris has been a good boss over the past two years. During this time you have been promoted from an assistant product manager, to product manager. Chris is particularly supportive of you, yet he has a tendency to dump things in your lap and is not around to follow through.

During the past six months for instance, Chris tried to pass two projects on to you and your group of three Assistant Product Managers. Each happened to come at a bad time for your group, but Chris was out of town at these times and did not realize that your group was particularly busy while other groups were not. Chris was reasonable when you pointed this out, and quickly reassigned the projects. You felt a little bad because you always try to cooperate. If Chris had been in the office more, these projects, which weren't particularly interesting or challenging, would automatically have gone to a product manager who was less busy.

You suspect that Chris tends to think of your group first because you have the better track record. While this may be flattering, you feel that your group is being penalized for being good when you get saddled with extra projects that are just 'busy-work' for the group. The other product managers seem a little jealous of what you have accomplished. There has always been some rivalry, but you feel that they have at times gone beyond kidding around. You feel they have tried to undermine you in the eyes of higher management. In addition, they are eager to ask for help from you and your group, but seldom give you the credit that is due, or return the favor when you need help. This is an organization in which the rewards are from producing, not from cooperating. So when your rivals take all the credit after you've helped them out, you feel you've only hurt yourself.

The other product managers have gone beyond exploiting you and your group and have actually tried to undermine you by nitpicking complaints to higher management about your attempts to build a little flextime into an overly rigid organization. Your group always gets the job done, even if it means working evenings and weekends. Other groups miss deadlines because they like to keep on a 9 – 5 schedule. You occasionally return the favor to your assistant product managers by being flexible when they have something special to do outside the office.

Such flexibility is inconsistent with the company policy that was developed for the hourly workers, thus when the assistant product managers have received your approval to take time off, they leave the official message in the office that they are "working at home", "visiting the agency," or something similar. You wish you didn't have to do things this way, but the rather inflexible company policies on time off gives you little choice. These rules do not apply well to professionals such as assistant product managers.

Information for Lee Petty, Product Manager (Subordinate) cont.

This animosity from other product managers and their groups is particularly bothersome as you consider your upcoming performance review with Chris because of a strange occurrence in your office over the weekend. You came in to catch up with some work last Saturday, and made a phone call to the home of an advertising agency executive. She was very busy when you called, and her husband said she would call back in 15 minutes. While you were waiting, you wrote a quick letter to Leslie, with whom you have been romantically involved for the past six months but who unfortunately lives in Chicago.

When you had almost finished the second page of the letter, your fountain pen leaked and spoiled the page. You rewrote the page and had finished the letter at the time your call was returned. You had forgotten about this event until Monday morning.

Monday started off badly. Your automatic coffee maker stopped working. You discovered that your clean shirts from the laundry were damaged. You were caught in a traffic jam and arrived late to the office.

When you sat down at your desk, and wanted to discard the gum you were chewing you looked in the wastebasket for a piece of paper to wrap it in. There was your crumpled piece of paper, the second page of your note to Leslie, which you remembered throwing away the previous Saturday. You opened it up to place the used gum in it and saw the number "2002" written in ballpoint pen on the back. This was strange. You were sure you began with a clean sheet, and the office had been locked from the time you left on Saturday until your arrival Monday morning.

You then reread the other side, and became concerned. If a rival product manager had photocopied that page in your very distinctive handwriting, what you wrote could be used to discredit you. The text is shown in Figure Three.

Information for Lee Petty, Product Manager (Subordinate) cont.

*...and it's probably OK with them.
It's great that you can get the time off work to meet me in San Diego.
We'll have a hotel to stay in, a rental car, and an expense account. All
I have to do is register for the Convention.*

*We can skip out every day since it is a joke convention
anyway. You'll love Blake's Beach. And a friend of mine
has an 18 ft Hobie Cat that we can take out whenever we
want.*

I'll be calling you next week when I'm in Chicago. I hope...

(note – writing stopped at this point because of a large inkblot and the page was obviously crumpled before the ink had dried).

It was poor judgment on your part to express in writing, a practice that is fairly common among junior-level marketing people at the Sloan Division. The Division's vacation policy is so unreasonable that people have to bend the rules a little to adapt.

Product managers do a lot of traveling. A key source of information about new developments by competitors is the components manufacturers. For instance, Sloan first found out its major competitor was planning to launch an aerosol antiperspirant from the aerosol-valve manufacturer. Thus, there is almost always someone from Sloane at trade meetings and conventions. Since these events are often held at vacation resorts, attendees often manager to budget a lot of leisure time during the event.

The convention in San Diego you referred to in your letter is put on by the Cosmetics Chemicals Manufacturers Association. You have little interest in the knowledge of chemistry, but a strong interest in San Diego where your friends live. You wrote a routine memo to get the trip approved. The request was approved without question.

You don't feel at all guilty about asking to go to a convention that you're **not really** interested in. It's a standard perk of the job, and people informally told you of this benefit during your callback interview. But you're a little worried that some rival product manager might have seen the page and mentioned it to Chris to make trouble for you.

Both the paper and the gum were flushed down the toilet last Monday morning. You never did figure out why someone would have written "2002" on your sheet of paper. Because you are about to have your review with Chris, you want to be prepared to address any concerns that arise.

Information for Chris Amon, Brand Manager

You have been back in town for only a week after an extensive travel schedule to explore new overseas opportunities for the brand. You are now catching up on your backlog of administrative duties, which include the (now quite late) performance reviews of your three product managers.

Overall, Lee Petty has been doing a very good job. A creative, conscientious and hard worker, Lee has consistently exceeded your expectations since being promoted by you from Assistant Product Manager two years ago. Lee's group is the best of the tree; they take new problems in stride and have consistently improved their performance.

You have received some mild complaints about Lee's cooperation with other product managers. When other groups need help for instance, Lee's group is seen as reluctant to provide it, despite the obvious wealth of talent and energy in the group. On one occasion, another product manager made a mistake that was costly and embarrassing to the company. This mistake easily could have been avoided had Lee given the product manager some key information.

During the past six months, Lee was reluctant to take on two general assignments that directly concerned the brand. Lee's complaint was that the assignments were routine and uninteresting, and would divert the group's energy from more challenging tasks that needed to be tackled that were more directly concerned with the group's product. You didn't push the point, since one other group was slightly less busy during that period, but one of the other product managers made a joking comment about favoritism that has bothered you. The joke concerned the fact that you and Lee graduated from the same college.

There has also been some resentment of Lee's group bending the rules on attendance. Lee has been an outspoken critic of the Division's vacation policy. There are rumors that Lee compensates informally by allowing the assistant product managers extra time off under the guise of "working at home", "working over at the agency" or "checking out point of purchase display." You haven't yet said anything to Lee about this. The group always gets its work done and often works evenings and weekends when necessary. But you have been criticized by your own boss for your laxity in bringing Lee's group into line. There is resentment of Lee's group's privileges among employees who are made to conform to a 9 – 5 schedule.

What bothers you most about your upcoming review however, is your finding evidence that Lee has apparently turned a travel request into a vacation in Southern California at the Division's expense. In an atmosphere in which there is already talk of favoritism toward a fellow graduate, there is some risk that this could blow up on you.

(cont. on next page)

Information for Chris Amon, Brand Manager (cont.)

You were in the office last Sunday, catching up on your email. You needed some market data for the past five years, and you didn't want to wait until the next day to ask Lee for them so you used your master key and went into Lee's office and looked them up in a three-ring binder. You needed a piece of paper on which to copy down the numbers, but didn't want to go into the desk: you already felt a little uncomfortable invading Lee's office when no one was around. You spotted a little crumpled piece of paper in the wastebasket, so you uncrumpled it and started writing on it.

For some reason, you stopped writing and turned it over. You immediately recognized Lee's handwriting on the Sloane Division stationary. It was obviously the second page of a letter. It had apparently been discarded after Lee's pen had leaked. Absentmindedly, you read the page, even though something inside you told you that you shouldn't. You threw the page back in the wastebasket and left the office. The text of that page is shown in Figure Three.

Figure Three

...and it's probably OK with them.

It's great that you can get the time off work to meet me in San Diego. We'll have a hotel to stay in, a rental car, and an expense account. All I have to do is register for the Convention.

We can skip out every day since it is a joke convention anyway. You'll love Blake's Beach. And a friend of mine has an 18 ft Hobie Cat that we can take out whenever we want.

I'll be calling you next week when I'm in Chicago. I hope...

(note - writing stopped at this point because of a large inkblot and the page was obviously crumpled before the ink had dried).

Reading that page made you very angry. Lee had made the request to attend a cosmetic-chemicals convention in San Diego during May. The request seemed odd, because Lee knows nothing about chemistry and has never before shown any interest in the chemicals that go into the production line.

However, you trusted Lee and approved the request, even though you were questioned by your boss about it. Now you are in a quandary. You don't want to admit to having snooped around a subordinate's office over the weekend, much less to having rummaged through a wastebasket and tread personal mail. On the other hand, you don't feel you can let Lee's duplicity go unchallenged. Your meeting with Lee is due to begin in minutes.

Observer

Responsibilities:

As observer, your job is to provide feedback to the participants on *observable* listening behaviors during the interview.

Good feedback is descriptive (I saw this...You said this...I heard this...That makes me feel...). Never judgmental. Express your feelings without assuming that you know their feelings.

Note the following behaviors of participants:

1. questions – open, directive or probing
2. reflecting statements
3. restatement

Some non-verbal reactions to watch are:

1. eye contact
2. eye blinks
3. face or body tension
4. arm crossing
5. leg crossing
6. gestures

Some verbal:

1. filler words “uh,” “and”, “you know”
2. talking slowly
3. talking fast
4. interrupting
5. voice volume

Content:

1. Were objective(s) of the speaker clearly stated or implicit?
2. Were the supporting arguments complete and logical?
3. Did the participants summarize, seek commitment and reach agreement.

Allow the interviewer and the interviewee to share their reactions briefly, at the end of the interview before giving your comments.

The Sloan Division Case

Exercise Two:

Some questions for Chris Amon, Brand Manager

As a supervisor,
did you:

1. Acknowledge the subordinate's superior performance?
2. Explain what you have observed without hostility and why it concerns you?
3. Ask about and openly listen to reasons for disputed behavior?
4. Encourage the subordinate to freely talk about areas of difficulty?

The Sloan Division Case

Exercise Two:

Some questions for both characters

In your role,
did you:

1. Ask for a full description of the problem before responding?
2. Respond emotionally to remarks that you perceived to be hostile?
3. Restate the problem in your own words to indicate you understand the other person's view?
4. Try to agree on a mutually satisfying solution?

The Ugli Orange Negotiation

Exercise Three

Objectives:

- Establish ground rules for negotiation
- Learn how to shape task objectives
- Examine the function of competitive versus cooperative communication strategies
- Manage sources of conflict

The Ugli Orange Negotiation

Exercise Three:

Step One

You will be assigned a role, either that of Dr. Poland or Dr. Jones. If you are asked to be an observer, you will receive both roles and additional information. Please read the material you have been given until you are familiar with your role.

Step Two

The Rolands, the Jones and the observers will be separated into homogeneous groups. When each group gets together to assess the situation, determine objectives and consider ways to achieve a successful negotiation. Facilitators will visit and offer suggestions.

Each role will be negotiating to determine among other things:

- a. What you plan to do
- b. If you want to buy the oranges and what price you will offer
- c. To whom and how the oranges will be delivered

Step Three

Participants will be paired with an observer. Please stay in role and empathize with your character. Ad-lib but do not make up “facts”.

Attachment Two: Ugli Orange Exercise

Role of “Dr. Roland”

You are Dr. P.W. Roland. You work as a research biologist for a pharmaceutical firm. The firm is under contract with the government to do research on methods to combat the improper storage of hazardous waste products.

Recently several World War II era hazard waste storage containers were moved from the United States to a small island just outside of the U.S. Coast in the Pacific. In the process of transporting them, two of the devices developed a leak. The leak is presently controlled by government scientists who believe that the gas will permeate the storage containers within two weeks. They know of no method of preventing the gas from getting into the atmosphere and spreading to other islands, and very likely to the West Coast as well. If this occurs, it is likely that the environment will be detrimentally impacted.

You’ve developed a synthetic vapor that will neutralize the hazardous waste products if it is injected into the storage containers before the gas leaks out. The vapor is made of a chemical taken from the rind of the Ugli orange, a very rare fruit. Unfortunately, only 4,000 of these oranges were produced this season.

You’ve been informed on good evidence that Mr. R. H. Cardoza, a fruit exporter in South America, is in possession of 3,000 Ugli oranges. The chemicals from the rinds of all 3,000 Ugli oranges would be sufficient to neutralize the gas if the serum is developed and injected efficiently. You have also been informed that the rinds of these oranges are in good condition.

You have also been informed that Dr. J. W. Jones is also urgently seeking purchase of Ugli oranges, and that he is aware of Mr. Cardoza’s possession of the 3,000 available. Dr. Jones works for a firm with which your firm is highly competitive. There is a great deal of industrial sabotage in the pharmaceutical industry. Over the years, your firm and Dr. Jones have sued each other for violations of industrial laws and infringement of patent rights several times. Litigation on two suits is still in process.

The federal government has asked your firm for assistance. You’ve been authorized by your firm to approach Mr. Cardoza to purchase 3,000 Ugli oranges. You have been told he will sell them to the highest bidder. Your firm has authorized you to bid as high as \$250,000 to obtain the rind of the oranges.

Before approaching Mr. Cardoza, you decided to talk to Dr. Jones to influence him so that he will not prevent you from purchasing the oranges.

Attachment Two: Ugli Orange Exercise

Role of “Dr. Jones”

You are Dr. John W. Jones, a biological research scientist employed by a pharmaceutical firm. You have recently developed a synthetic chemical useful for curing and preventing Rudosen. Rudosen is a disease contracted by pregnant women. If not caught in the first four weeks of pregnancy, the disease causes serious brain, eye, and ear damage to the unborn child. Recently there has been an outbreak of Rudosen in your state, and several thousand women have contracted the disease. You have found with volunteer patients that your recently developed synthetic serum cures Rudosen in its early stages. Unfortunately, the serum is made from the juice of the Ugli orange, which is a very rare fruit. Only a small quantity (approximately 4,000) of these oranges were produced last season. No additional Ugli oranges will be available until next season, which will be too late to cure the present Rudosen victims.

You've demonstrated that your synthetic serum is in no way harmful to pregnant women. Consequently, there are no side effects. The Food and Drug Administration has approved of the production and distribution of the serum as a cure for Rudosen. Unfortunately, the present outbreak was unexpected, and your firm had not planned on having the compound serum available for six months. Your firm holds the patent on the synthetic serum, and it is expected to be a highly profitable product when it is generally available to the public.

You have recently been informed on good evidence that Mr. R. H. Cardoza, a South American fruit exporter, is in possession of 3,000 Ugli oranges in good condition. If you could obtain the juice of all 3,000 you would be able to both cure present victims and provide sufficient inoculation for the remaining pregnant women in the state. No other state currently has a Rudosen threat.

You have recently been informed that a Dr. R. W. Roland is also urgently seeking Ugli oranges and is also aware of Mr. Cardoza's possession of the 3,000 available. Dr. Roland is employed by a competing pharmaceutical firm. He has been working on environmental research for the past several years. There is a great deal of industrial sabotage in the pharmaceutical industry. Over the past several years, Dr. Rolan's firm and yours have sued each other for infringement of patent rights and other legal violations several times.

You've been authorized by your firm to approach Mr. Cardoza to purchase 3,000 Ugli oranges. You have been told he will sell them to the highest bidder. Your firm has authorized you to bid as high as \$250,000 to obtain the juice of the 3,000 available oranges.

The Ugli Orange Exercise

Communication and Negotiation:

As observers to the negotiation, you hold in your hand the information not completely available to either of the participants in the exercise.

While you watch and listen to the negotiation, note the process of sharing or withholding of data, which affects the final solution to their talks. Usually, the negotiation takes on one or several of the following patterns.

1. **WIN-LOSE** (Each side has a position and demands its way; full disclosure rarely occurs, thus they may take a long time to conclude)
2. **LOSE –LOSE** (Each side assumes it may as well give something up and a compromise occurs; however, they initially view the compromise as a less than satisfactory end.)
3. **WIN-WIN** (Each side assumes that it can work with the other and there's an active attempt at mutual benefit)

Often negotiation will shift from one pattern to another, take note of it because you will provide feedback to the negotiation once its over.

Consider the following questions as you give feedback and have the negotiators answer some of them:

1. Was there full disclosure by both sides? How much information was shared? Is such disclosure to be desired?
2. Did the parties trust on another? Why or why not?
3. How creative or complex were the solutions? If the solutions were complex, why do you think this occurred?
4. What was the impact of having an audience (the observer) on the behavior of the negotiators? Did it make the negotiation easier or more difficult?

Task Force

Exercise

In this exercise, you'll be part of a group determining the best solution to a problem. Here's how it works.

Step One:

After your group assembles, take a few moments to think about a problem your business unit or department faces. It could be a hypothetical problem or a problem most managers share. Choose something that could conceivably occur.

Step Two:

Now discuss your problem with other group members – this will require that you briefly state the situation and ramifications involved. Once the group hears each member's problem, as a whole it must decide which problem it wants to tackle.

The problem each group chooses should be solvable given our time constraints. It could also be a large problem that as a group, you would like to begin solving.

Step Three:

When the allotted time has elapsed, one representative from each group briefly informs the class of the problem and solution.

The Problem Solving Task Force

Exercise Four Objectives

- Introduction to group process
- Observe the shaping of group behavior
- Determine decision making choices
- Analyze personal effectiveness in groups

Issues Facing A Work Group (McGregor)

Issue	Questions
1. Atmosphere and Relationships	What kinds of relationships exist among members? How distant or friendly, formal or informal?
2. Member participation	How much participation is required of members? All equally? Are some members more noticed than others?
3. Goal understanding and acceptance	How much do members understand group goals? How much have they accepted or are they committed to the goals? Everyone equally? Some more than others?
4. Listening and information sharing	How is information shared? Who listens most to whom?
5. Handling disagreement and conflict	How are disagreements or conflicts handled? To what extent do they need to be resolved? Brushed aside? Handled by dictate?
6. Decision making	How are decisions made? Consensus? Voting? One-person rule? Secret ballot?
7. Evaluation of member performance	How is evaluation managed? Everyone appraises everyone else? A few take the responsibility? Is it avoided?
8. Expressing feelings	How are feelings expressed? Only about the task? About the process? Openly and directly?
9. Leadership	How are leadership functions exercised? Shared? Elected? Appointed from the outside?
10. Attention to process	How does the group monitor and improve its own process? Ongoing feedback from members? Formal procedures? Avoiding direct discussions? *

* The issues are from D. McGregor, The Human Side of Enterprise (New York, McGraw-Hill, 1960). The questions are adapted from A. Cohen et al., Effective Behavior in Organizations (Homewood, IL: Irwin, 1976).

Writing a Mission Statement for Premark

Exercise Five Objectives

- Examine actions that encourage or discourage creativity
- Observe the relationship between interpersonal interaction and successful problem solving
- Consider company wide goals

The Mission Statement

Exercise Five:

Step One

What terms best describe Premark International? Consider Premark's various businesses, the variety of its efforts, the common thread binding the businesses. What sorts of ideas convey Premark's goals as a corporation? Are there any terms you can find to illustrate Premark's attitude towards its customers, its employees, its shareholders?

List these words and phrases below.

The Mission Statement

Step Two

After we have assembled a set of terms from the entire workshop, you will again meet in groups.

Your job is to come with a written Mission Statement that characterizes Premark International.

As a group, you will need to agree upon a set of statements that best describe Premark's objectives, strategies, strengths and vision.

Use the space below for your notes.