A BETTER WAY
LEADER’S GUIDE

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LEADER’S GUIDE WRITTEN BY DEBRA HOREN

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TRAINING SESSION OVERVIEW

The video and exercises, as laid out in this Leader’s Guide, will take from two to three hours, depending upon class size and the time allotted for the large group discussions.

The ideal class size should range from 10 to 18 learners. If your time is limited, choose only the exercises that would be most beneficial for your organization.

The target audience represents white-collar managers and supervisors. This training program can stand-alone or can be part of a day-long leadership training program using all four Lessons in Leadership pieces. This could be part of a larger organizational change initiative or incorporated into an ongoing OD process.

To open the training session, you may wish to summarize why the participants are in this session and what they will be doing for the next two to three hours. You could say:

We’re here today to learn about a new way of working with others, be it working on teams together, or teaming up with our customers or vendors as partners, to come up with new creative solutions to our problems. We’ll be learning about and working with the win-win approach. We’re going to view a video and take part in some exercises that will be fun and eye opening. So let’s get started!

Remember, the more you put into this session, the more you’ll take away.
Participation is important!

ADDITIONAL MATERIALS NEEDED:

VHS Videocassette player and monitor

Whiteboard or blank flipchart and markers

Handouts and pens
IF YOU HAVE ADDITIONAL TIME, IT WOULD BE VALUABLE TO REVIEW THE FOLLOWING WITH PARTICIPANTS:

Learning Objectives

Class Outline

A flipchart listing the following ground rules:

This is not a time to vent about the organization
Treat colleagues with respect
Speak in turn
Keep private information private
Participate!

**LEARNING OBJECTIVES**

At the end of this program, learners will be able to:

2. Identify three benefits that result from forming partnerships.
3. Identify three impasses that negatively impact their organization.
4. State how the “win-win” mindset can benefit their organization.
## Class Sequence and Timing

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SELF-ASSESSMENT: EXERCISE 1  (15 MINUTES)

INDIVIDUAL WORKSHEET

Leader: Introduce yourself and have the participants introduce themselves. If you haven’t already introduced the content you could say:

"Today we’re going to learn about the concept of “win-win” and how to apply it in the workplace. Before we watch a video and begin some group exercises, let’s take a few minutes to see if you can identify areas in your life where you may be able to apply this principle."

Hand out the Self-Assessment worksheet.

"This is a short questionnaire to assess problem areas that could benefit from a new problem solving paradigm. You will not be turning this in. It is only to be used for your information, so be as honest as possible."

When everyone has finished, sum up with:

"Hold on to this questionnaire. You’ll be revisiting it again at the end of the class."
**SELF-ASSESSMENT: EXERCISE 1 HANDOUT**

**PART 1**

**Instructions:** Often in life, we encounter a difficult situation for which there is no clear-cut solution, known as an impasse. Are there areas in your personal or professional life where an impasse with another person or group keeps you from moving forward or from getting what you need or want? Perhaps you’ve tried various solutions that haven’t worked and now you’ve given up trying. Take a few minutes to answer the following questions.

1. Briefly describe a conflict or a difference of opinion in your personal life where you are at odds with another person or group.

2. What have you done so far to try to solve the problem?

3. Briefly describe a conflict or difference with another person or group in your professional life that is impeding your ability to do your best work.

4. What have you done so far to try to solve this problem?
SYNOPSIS

The video opens with Stephen Covey introducing the concept of “win-win.” This concept is the opposite of the competitive mindset that permeates our culture, where a win for one side results in a loss for the other. The win-win problem-solving model results in an outcome where everyone wins. We will see three stories about the Wooltru Company in South Africa that illustrate this concept.

We first meet the former CEO of Wooltru, who tells us he conducted his business in a “country with a lot of social problems and a lot of economic problems.” Coexisting in that milieu is a sophisticated marketplace with world-class standards. Our first story is about finding a win-win solution between these two clashing cultures.

We see busy city streets with street vendors selling fruits and vegetables in what is called “a traditional Hawkers Paradise.” The collection of garbage from the vendors isn’t cleaned up. In the midst of these informal traders, a new clothing store chain moves in. The street hawkers recognize the store as a magnet for customers and situate themselves right in front of the windows and even in the doorway.

When a similar situation occurred at another chain of stores in the past, one store manager failed when he tried to remove the hawkers through confrontation and police enforcement. He then hired seven security guards to keep the pavement clear in front of the store. A truckload of hawkers promptly arrived and beat up the guards. Rather than trying to fight the vendors using the traditional municipal processes, the manager at this store decided to work with the vendors. They asked the vendors, “How can we work in a situation in which you can trade better and we can trade better?” They came up with an agreement in which the vendor would keep his stall clean and neat and would be allowed to stay on the pavement. The store gave the vendors cleaning tools and hats that with the name of the store, which they proudly wear. They benefit from sharing customers and the vendors actually protect the store against potential troublemakers such as shoplifters. Because they opened their minds, the two businesses built a wonderful relationship.

Stephen Covey introduces us to another outcome of the win-win paradigm: viewing all of our business contacts as potential partners (for example, an organization’s suppliers and service providers). In the second story we see two companies, a supplier and a retailer, whose problem-solving process “elevated not just product quality and vendor relationship, but an entire industry.”

Louis Penzhorn, owner of Sea Harvest, was one of two suppliers of fish for Woolworth’s food business. However, Woolworth’s wasn’t selling much fish and no one was benefiting from the business relationship. Penzhorn went to Woolworth’s with a proposal that he become their sole
supplier and Woolworth’s said it would agree to this if the quality of the fish was improved. Penzhorn knew that Woolworth’s stood for quality and agreed to work with Woolworth’s in improving the quality. Woolworth’s sent a marine architect to Spain where Sea Harvest was having a new trawler built. He redesigned the hold of the ship where the fish were kept so they wouldn’t be stored more than five fish deep and they could be packed in ice. While the redesign and new storage method was expensive, the quality of the fish was vastly improved. Customers were pleased with the improved quality and began buying more fish. Woolworth’s increased its market share. Penzhorn converted the rest of his fleet and his competitor had to redesign his fleet to compete. This ultimately changed the way fishing was handled in South Africa.

Stephen Covey tells us that there is someone else besides former competitors, vendors and suppliers who can benefit from win-win thinking. Customers can win. It requires that organizations be vigilant and use fresh eyes in solving problems.

Our last story takes place in a small town where a young store manager tried to convince his superiors at Wooltru to open a storefront in a previously untried area. The first store was in the center of town where stores are usually built, following the old dogma that shoppers will come to the center of town to shop. The manager knew, however, that a large potential market was 17 minutes away where people congregated at a bus stop to catch their bus. The company decided to bring the store to the customers and opened it near the bus stop. It was a great success. There was a significant increase in profitability, with the store in the town center suffering no loss of business. This opened the company’s eyes to the possibility that there may be good sites for stores in places they had never considered.

Covey summarizes the program by looking at the common thread of all of these stories. By putting aside traditional ways of thinking and entering into trusting relationships with others, the concept of competition can be replaced with win-win mindsets and outcomes. Using the win-win perspective in all of our relationships, “we can truly transform and elevate our work, our communities and ourselves.”
LARGE GROUP DISCUSSION (15 MINUTES)

Leader: Address the group as a whole:

Help me describe the win-win approach.

List the answers on a flipchart or a whiteboard.

Elicit responses such as:

- All parties win.
- It’s results oriented.
- It’s the opposite of competition where there is only one winner.
- It’s cooperative.
- All parties get their needs met.
- There is a mutually agreed upon end.
- It’s collaborative.
- Differences are valued for the additional possibilities that other perspectives can contribute.
- Listening is critical.
- Options are explored that will provide benefits for all.

Leader:

Win-win is a process where people take the time to search for solutions that result in mutual benefit. It calls for a commitment to communicate until a satisfactory solution is discovered.

Think about the video we just saw. Did the two factions in any of these stories compromise? How does win-win thinking differ from compromise?
Acknowledge the contributions from the participants and summarize with:

*When people compromise, they usually both give up part of what they want or need. Win-win thinking is an attempt to meet everyone’s wants and desires. It calls for an openness to question some of our assumptions and to entertain new ways of thinking. It values different perspectives. Did you know that most significant scientific breakthroughs begin with a break in traditional ways of thinking?*

*This way of thinking and communicating is very different from our cultural mores. Think about how entrenched we are as a people in competition, which follows a “win-lose” model. Where can we find this “win-lose” model in our society?*

Write down the participant responses.

Elicit responses such as:

- Politics
- Organized sports
- Our schools
- Our legal system
- The marketplace

Sum up with:

*Competition pervades our culture. It takes courage and effort to combat that “Win-lose” mentality, but the rewards are great, as you saw in the video. What remarkable stories. Does anyone have any additional comments about the video?*
PARTNERING: EXERCISE 3 (35 minutes)

SMALL GROUP DISCUSSION

It’s no surprise that companies constantly advertise for workers who “think out of the box.” Organizations have been accustomed to experiencing periods of change that alternate with periods of stability. Today instability seems the norm and change is the only constant. Companies must continuously look for new ways to meet market demands quickly and efficiently. Life has changed! There is a growing need for speed, the need to respond to extensive technological change, a trend towards globalization and greatly increased market pressures. It’s a rare company or industry that can merely rest on its laurels. “Business as usual” is quickly becoming an anachronism.

To succeed in this environment, the knowledge, experience, perspectives, and skills of a wide range of people need to be brought together. Companies need to pool their human capital in an effort to solve increasingly complex problems, make sound decisions, and deliver the best solutions to their customers. We have seen an increased reliance on teams in the workplace. In addition, companies are forging new partnerships with their suppliers, vendors and even competitors in an effort to increase their market reach.

We’re going to break-up into small groups of three to four people to brainstorm about the strengths and benefits of effective teams and partnerships. Then we’re going to ask, who are your potential partners? One person in each “team” will need to take notes to report back to the large group.

Distribute one copy of the Exercise 3 handout for each group. Visit each group to insure that they’re staying on track.

When 10 minutes has passed, have everyone face forward, and review both of the questions in turn allowing every group to contribute answers that haven’t already been stated. Record responses on a flipchart or whiteboard.

Let’s hear all of your answers to the first question: Under what kind of circumstances can teams or partnerships outperform individuals?
We are discovering that more tasks and initiatives are meeting this description. Companies are creating teams and forming strategic alliances to meet these challenges. Traditional methods of problem solving, decision-making and implementation are no longer fast or flexible enough.

With this need to achieve complex goals quickly and efficiently, often with fewer resources, effective communication has become more critical than ever. Our need to work well with diverse groups of people has also become greater. Globalization has created more interdependencies and created new possibilities. The win-win paradigm is excellent for meeting these challenges. It starts with the question, “How can we work together to create an outcome that meets our different needs?”

In the first story in the video, what began as a conflict between two clashing cultures, the informal traders and the corporate retail chain store, ended with a partnership where both sides prospered. In the second story, a supplier and a retailer partnered to improve the quality of their product and in the process, “elevated...an entire industry.” In the final story, about locating a new store site where customers had to wait for buses, we learn that customers can be part of the partnership quotient and be winners too.
Let’s move on to Question 2 and discuss who you could form partnerships with.

Allow participants the time to explain their answers and write down key words. Make sure everyone understands each answer before moving on.

Elicit responses such as:

- Our customers
- Our suppliers
- Internal departments
- Companies that can provide something we need, but don’t have the time to build
- Complementary companies in the same industry

These are blanket answers rather than specific answers. Participants’ answers will vary depending upon the industry and the size of their organization or company. The length of the list will vary by how many people name specific potential partners.

Summarize:

*Everyone you come in contact with could be seen as a possible partner. And don’t forget the customer, whether it’s a paying customer or an internal client in your organization. Customers can be partners too. You can use the win-win mindset in all of your professional relationships.*
PARTNERING: EXERCISE 3 HANDOUT

Instructions: In groups of three to four, work together to brainstorm answers to the following questions. Choose one person to write down the group’s ideas to share later with the whole group. You have 10 minutes.

1. List the ways that teams or partnerships can outperform individuals.

2. What partnerships could you form that would benefit your organization?
Leader:

OK, now you're going to have the opportunity to try out some of these new concepts in a role play exercise. Remember, in today's marketplace the concepts of win-win and teamwork are not just intra-organizational. Companies are increasingly building strategic alliances and partnering with complementary companies to increase their market reach or simply to survive.

This exercise is a take-off on a classic law school dilemma. You must have four people in each group. Apply the win-win approach and see if you can solve this problem. Keep your solution quiet until we return to the larger group where you will be able to share your solution and your process for getting there.

Before the role-play can begin, have all of the Dr. Ritters come to you for an additional handout that is under no circumstances to be shown to anyone else during the role-play.

Call time when the 20 minutes are up and have the class share their solutions. If they were successful at solving the problem, both Doctors have what they need to meet their firms' expectations.

Those communication skills are critical. You must probe and listen and try to understand. You have to keep at it until all parties feel good and are committed to the action plan. Dr. G would get his juice, and Dr. Riter would have all 3,000 orange peels. Perhaps they would even become friends and co-founded a new start-up spin-off!

Summarize the exercise:
**Problem Solving: Exercise 4 Handout**

**Instructions:** There are three roles to play. Additionally, one person should volunteer to take notes to report back to the large group. Everyone should read the background information and choose a role. The person who plays Dr. Riter must meet with the trainer/facilitator for additional information before the role-play can begin.

Communicate until you find a solution that’s acceptable to everyone. You have 20 minutes to read this handout, choose roles and solve this problem.

**Characters:**
- Dr. Geeme, research scientist who developed the serum to cure Rotochrome
- Dr. Really, an associate of Dr. Geeme
- The competitor, Dr. Riter

**The Ugli Orange Case**

First there is Dr. Geeme, known as Dr. G., who is a research scientist employed by a promising biotech firm. He/she recently developed a synthetic chemical used to treat a serious disease, Rotochrome.

Rotochrome is a disease that is contracted by pregnant women. If not caught early it causes serious damage to the unborn child. A recent outbreak has occurred in Dr. G.’s state. Several thousand women recently contracted the disease. Dr. G. discovered in clinical trials that the recently developed serum cures Rotochrome in its early stages.

Unfortunately, the serum can only be made from the juice of the Ugli orange, a very rare fruit. Only a small quantity (approximately 4,000) of these oranges was produced this season and no additional oranges will be available until next season, too late to cure the present Rotochrome victims.

The FDA has approved the production and distribution of this serum, but since the present outbreak was unexpected, Dr. G.’s firm had not planned on having the serum available in large quantities for six months. Dr. G.’s firm holds the patent on the serum which is expected to be a highly profitable product when it is made available to the public.

Dr. G. recently learned, on good evidence, that Mr. Domingo, a South American fruit exporter, has 3,000 oranges in good condition in his possession. If Dr. G. could obtain the juice of all 3,000 oranges, he/she would be able to cure the present victims and provide inoculation for the remaining women at risk in the area. (No other reports have been made of the disease outside of the area.)
Dr. G. has been informed that a Dr. Riter is also urgently seeking to purchase a quantity of Ugli oranges. A competitive pharmaceutical company employs Dr. Riter, and he knows of Domingo’s possession of the 3,000 Ugli oranges. There is a great deal of industrial espionage in the pharmaceutical industry. Over the years, these two firms have both sued each other for violations of industrial espionage laws and infringements of patent rights. Litigation on two suits is still pending.

Dr. G.’s firm has authorized the doctor to approach Mr. Domingo to purchase the oranges. The firm has authorized Dr. G. to bid as high as $250,000 to obtain the juice from the oranges.

Before Dr. G. approaches Mr. Domingo, Dr. G. and his associate, Dr. Really have decided to talk with Dr. Riter. They want to influence him so that he will not prevent Dr. G. from purchasing the oranges.

Use your win-win strategies!
This is additional information for you. You are working on a breakthrough discovery that could save people from a dreaded terminal illness. Your company is leaning on you to get this into trials and to market ASAP. Unfortunately, your vaccine requires Ugli oranges for its formula. You need all 3,000 oranges and are authorized to spend up to $250,000 for the oranges. You are under orders, based on your nondisclosure agreement with your company, not to disclose the nature of your project, so you share very little information. However, if you are asked about what part of the orange you need, you will answer truthfully that you only need the peel. Do not offer this information unless you are asked.
BENEFITS AND CLOSING EXERCISE  (20 minutes)

**LARGE GROUP DISCUSSION**

**Leader:**

We’ve covered a lot of ground today. Remember the Self-Assessment sheet that you filled in at the beginning of this session? Take it out and read over your solutions. Perhaps after today, you can begin to take a look at some of your assumptions and approach things differently. Maybe you can turn some impasses into overpasses and get out of the bumper-to-bumper traffic jam!

Let’s take our few remaining minutes and make a list of problems here in the workplace that can be solved with teamwork and win-win thinking. You can refer to the professional impasses that you wrote on your Assessment or you can think of other examples. Briefly explain how you would apply the win-win approach to each problem.

Write a few keywords on the board that capture each problem and each proposed solution until everyone who wants to speak has had the opportunity.

Wrap up with:

You did some good work here today. Remember, a key element of the win-win approach is to listen and value different viewpoints. These different perspectives contribute options you may never have thought of on your own. In each of the three stories in the video, it was a break with traditional thinking that led to the positive outcomes. Whether working in teams, partnerships, or working one on one, these differences can be assets. Now go back to your departments and use some of these new skills. See if they enable you to reach any great breakthroughs, scientific or otherwise!
COMPANION VIDEOS

Dealing With Conflict
Managers spend roughly 20 percent of their time resolving disputes, whereas teaching conflict
management skills to employees allows the employees to work through difficulties on their own,
improving overall productivity in the workplace. Based on the renowned Thomas-Kilmann Conflict
Mode Instrument, this video uses scenarios from home, the office and the factory to provide
proven methods for recognizing and resolving conflicts. Viewers will learn the five most valuable
methods for conflict resolution, the two basic dimensions of human behavior in any conflict
situation and how to take responsibility for conflict and its resolution.

Teambuilding: What Makes a Good Team Player?
This video offers the key to building teams that your organization can depend on. To thrive in
today’s business climate, organizations depend on teams to develop new products and techniques,
achieve cost reductions, improve quality, increase productivity and solve problems. This requires
that teams, and the members of teams, achieve quality outcomes faster and more effectively than
ever before. That’s the goal of this insightful video program, which focuses on the team player as
the cornerstone of a productive and successful team—and how team players can complement,
challenge and inspire one another to new performance heights.

Covey Leadership Series
Dr. Stephen Covey has created a comprehensive library of five video workshops on leadership
development. Each program offers dynamic leadership training and is available as a stand-alone
product, or all five are available as an entire set for a comprehensive training series on leadership
skill-building. The series includes: I Know Just What You Mean, Leading by Example,
Mauritius, Max & Max, and Tearing Down Walls.
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