The Art of Teamwork:
Negotiations and Conflict Resolution Within the Workplace

Linda A. Tirado, Ph.D.
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www.strayerconsulting.com
In Silicon Valley since mid-80s

Focus – Technology and Life Science companies of all sizes, and VC partnerships

Clients – Boards, CEOs and executive teams, VCs

Services – Organization and Leadership development, teambuilding, and change management.

Have served over 300 companies of all sizes
The Art of Teamwork

- Changing qualities of today’s teams
- Required activities of today’s teams
- Communication and negotiation skills critical to team performance and project success
What is a Team?

- A small number of people with complimentary skills
- Equally connected to a common purpose, goal and working approach
- Mutually accountable and deeply committed to one another’s personal growth and success.
High Performing Teams

- Based on a foundation of trust
- Have no fear of conflict and debate
- Demonstrate commitment
- Accept accountability
- Are results driven
- Take time to develop
Traditional Assumptions

- Information needed is within team borders
- Team does not require working extensively with other groups within the organization
- Tasks are clear and well defined
- Support exists within the organization
- Has needed resources within the team
- Changes in technology, markets and strategies are not relevant
Today’s Team

X-Team Model

- Are impacted by knowledge specialization
- Are impacted by dispersion of knowledge
- Need to monitor markets
- Manage across team boundaries
- Build strong ties and processes in conjunction with other teams

From X-Teams: How to build teams that lead, innovate and succeed. By Deborah Ancona & Henrik Bresman
Reach out to find needed information
Understand the context in which they work
Seek support for their ideas
Coordinate with other groups key to the teams success
Manage the politics and power struggles that surround any team initiatives
Pharmco’s Team 1

Team Innovation

- Highly skilled and accomplished scientists
- Mission to drive innovation in a competitive and fast moving space
- Dispersed team on four sites in four countries
- Multi-cultural teams representing four nationalities
Team Texto

- Team Texto’s role - provide Team Innovation with the content and latest data available in drug discovery

- WW Texto Team had come to update on latest developments and solicit input from Team Innovation
Pharmco Teams = X Teams

- Manage across boundaries
- Reach out to find needed information
- Understand the context in which they work
- Get support for their ideas
- Coordinate with other groups key to success
- Manage the politics and power struggles that surround any team initiatives
X Team Required Activities

- Scouting
- Ambassadorship
- Task Coordination
Scouting

- Learn what other groups are thinking and doing
  - Observation
  - Conversation
  - Surveys
  - Interviews
  - Archival data
  - Consultant and analyst reports
  - Look for strategic inflection points
Ambassadorship

- Get early buy in for ideas
  - Links to the strategy and vision of the organization
  - Managing up the organization
  - Lobby for resources
  - Market the project
  - Maintain team reputation
  - Keep track of allies and adversaries
  - Manage power and politics
Negotiate the right deals with other groups

- Identify and prioritize dependencies
- Understand the problem
- Get feedback
- Negotiate
Identify Dependencies

Evaluate all potential influencers

- Team 1
- Internal Scientists
- Upper Mgmt
- Outside resources
- Project Leaders
- Team 2
- Team 3
## Prioritize Dependencies

<table>
<thead>
<tr>
<th>State of the Relationship</th>
<th>Critical</th>
<th>Important</th>
<th>Moderate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good</td>
<td>C - E</td>
<td></td>
<td>M - F</td>
</tr>
<tr>
<td>Fair</td>
<td>C - F</td>
<td></td>
<td>M - E</td>
</tr>
<tr>
<td>Poor</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dependency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical-Excellent (C-E)</td>
<td>Important to maintain solid relationships. Likely there is strong cooperation and optimal impact.</td>
</tr>
<tr>
<td>Critical-Fair (C-F)</td>
<td>“Imperative” to improve relationship and increase mutual influence. Possible negative attribution cycle in play.</td>
</tr>
<tr>
<td>Moderate- Fair (M-F)</td>
<td>While would be nice to improve relationship, effort should not be under- taken until critical stakeholders relationship is at desired level.</td>
</tr>
<tr>
<td>Moderate-Excellent (M-E)</td>
<td>While important to maintain good relationship, need to examine possibility of sub optimization: spending and effort with this stakeholder at potential expense of stakeholder in critical-fair quadrant.</td>
</tr>
</tbody>
</table>
Understand the problem

<table>
<thead>
<tr>
<th>Our Team</th>
<th>Our Partner’s Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What we need</strong></td>
<td><strong>What our partner needs to provide</strong></td>
</tr>
<tr>
<td><strong>What we need to provide</strong></td>
<td></td>
</tr>
<tr>
<td><strong>What our Partner needs</strong></td>
<td></td>
</tr>
</tbody>
</table>

Gain | Cost
Scope out where others stand – common challenges:

- The leadership is unmoved
- The people who have power won’t easily surrender it
- People hoard resources, hold grudges, guard turf, strike at up & comers
Ways People Lose Influence

- Unclear about their own goals and priorities
- Don’t understand the world of the other
- (Negatively) stereotype the (uncooperative) other
- Don’t inquire as to goals/pressures/concerns of the other
- Underestimate own currencies
- Emphasize “How this meets my goals” (Rather than “How it can meet yours”)
Negotiating Tactics

- **Active listening when their needs are pressing**
  - Clarify, understand and acknowledge their point of view

- **Assertion skills when your needs are pressing**
  - State your case from a position of strength rather than being passive or running over others

- **Conflict management skills when both parties needs are pressing**
  - Manage each parties perceptions to defuse emotion, create common understanding, work toward win-win.
Negotiate

- The Four C’s in Conflict Management
  - Connect – establish rapport, address things openly and candidly
  - Clarify – seek to understand by active listening and generating alternatives
  - Confirm – reach mutual agreement as to what each party wants and needs and establish willingness to collaborate
  - Contract – negotiate agreements for future interactions
Influence without Authority Model

1. Clarify your goals and priorities
2. Dealing with relationships
3. Assume all are potential allies
4. Influence through give and take
5. Diagnose the world of the other person
6. Identify relevant currencies, theirs, yours

* Taken from: “Influence without Authority” by David Bradford and Allan Cohen.
Influence Through Exchange

- Clarify your goals and priorities
- Diagnose ally’s world: goals, concerns, needs
- Assess your resources relative to ally’s wants
- Diagnose your relationship with ally
- Determine approach; make exchange
Conclusion

- Technical skills are not sufficient for professional success in today’s complex world
- Teamwork can help empower your work and your life
- Negotiation and influence skills are core competencies required for all professionals
- Negotiation skills can be learned

