

MBA 506 Week 11 Playtime Scenario



'I've noticed you and Adriano seem to be getting on much better. You must have been really listening in our meeting about managing conflicts,' you say, kick starting Natalie's performance review off on a positive note.

She nods, 'My conversation with Adriano did make him more aware of his behaviour but it really made me more aware of my own behaviour.'

'How so?'

'Well, I really took to heart what you said about having a clear purpose and not vilifying people and I realised I was telling myself a story about Adriano's behaviour and judging him. My purpose didn't have anything to do with our relationship or achieving an outcome, I just wanted to punish him for the way he was making me feel.'

'The way he was making you feel?' you ask.

'Alright, the way I was making me feel' Natalie replies rolling her eyes.

You wonder how you might better structure this performance review...

Identify Natalie's preferred thinking style function and come up with a change you could make to the review to better suit her preference.



You decide to present Natalie with information about her negotiations and ask her to evaluate her own performance. She impresses you with her ability to critique the quality of her own work without becoming self-conscious or uncomfortable.

"Some of these are my best work and some are something less," she says.

"What's different between them?" you ask.

She considers your question for some time.

"The negotiations that went to plan are my best. When I'm preparing for a negotiation I think about nothing else. I focus solely on how to get the best deal for my client. But when the negotiation starts and other side throws a curve ball or something random crops up that I didn't anticipate, I just can't function. I try to think on my feet but every idea I have seems so stupid. The mental discipline that serves me so well in preparation turns into a mental block when I'm at the bargaining table. I dunno, maybe I'm just a coward."

"You're definitely not a coward, Natalie," you reassure her. "Let me give you some tips on how to think creatively when under pressure."

Playtime Group Instructions

GROUP 1:

In your group, offer Natalie guidance to help rebalance her thinking style preferences.

Focus the following:

- Explain the concept of **imagination**
- Discuss a key difference between positional bargaining and principled bargaining
- Provide three examples of strategies Natalie could use to create options for mutual gain

GROUP 2:

In your group, offer Natalie guidance to help rebalance her thinking style preferences.

Focus the following:

- Explain the concept of creativity
- Discuss the **impact of judgement** and critical thinking **on the creative process**
- List two things Natalie could do to prevent self-criticism from inhibiting her creative process

GROUP 3:

In your group, offer Natalie guidance to help rebalance her thinking style preferences.

Focus the following:

- Explain the concept of **intuition**
- Discuss how **mental fixation can be a barrier** to intuition and insight
- Provide three strategies Natalie could use to disrupt her mental fixation on problems in a negotiation

GROUP 4:

In your group, offer Natalie guidance to help rebalance her thinking style preferences.

Focus the following:

- Explain the concept of **improvisation**
- Discuss why negotiations are often compared with improvisational performance arts
- Provide three strategies Natalie could use to help her think and act more effectively in circumstances where she is unprepared