

# PREVIEW GUIDE



## A Better Way

Part of the Stephen Covey Lessons in Leadership Series

## Program Information

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**A Better Way** offers a new approach to the concept of 'win-win.' It's an intriguing look at three South African retailers, each facing unique challenges to one common concern: increasing profitability. They find increased profits - and more - with customers, vendors and employees by simply shifting from an attitude of competition to one of cooperation.

## Materials Included With *A Better Way*

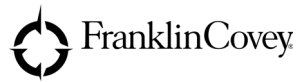
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The workshop designed to accompany the video-based program lasts 2-3 hours. The workshop materials include everything you'll need to customize and run the program:

- ◆ The **Video program** of *A Better Way* provides the theory and examples to illustrate the workshop topics. It is closed-captioned.
- ◆ The 20-page **Leader's Guide** provides step-by-step instructions for introducing activities, leading discussions, and making transitions between the video, group discussions, and exercises. It includes a Self-Assessment, along with discussion questions and exercises (including a role-play).

# **A Better Way**

**SAMPLE PAGES FROM LEADER'S GUIDE**



# A BETTER WAY

## LEADER'S GUIDE

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LEADER'S GUIDE WRITTEN BY DEBRA HOREN



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## CLASS SEQUENCE AND TIMING

Training Session Activity	Approximate Time (in minutes)
Training Session Overview	5 - 15
Opening Exercise: Self-Assessment	15
View Video	15
Large Group Discussion	15
Partnering: Small Group Exercise	35
Problem Solving: Role Play	45
Benefits Exercise and Close	20
<b>Total time</b>	2 to 3 hours

## 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?

## PROBLEM SOLVING: EXERCISE 4 (45 minutes)



**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-found 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!