

*Planning Commission - UNDP sponsored*

*"Strengthening State Plans for Human Development"*

# Training of Trainers Workshop on Human Development

## **MODULE: 9**

*Development of Collaboration – Principles Game*

**15th January 2007 - 19th January 2007**



*Administrative Training Institute*

*Government of West Bengal*

*FC Block, Sector – III, Salt Lake*

*Kolkata – 700106*

*[www.atiwb.gov.in](http://www.atiwb.gov.in)*

SCHOOL OF MANAGEMENT

DEVELOPMENT OF COLLABORATION

PRINCIPLES GAME

[Adapted from "PEOPLE AT WORK -

A Practical Guide to Organisational Change" Dave Francis and  
Mike Woodcock (University Associates Inc., La Jolla,  
California, 1975)]



TVU  
LONDON

18.304

## PRINCIPLES GAME

### AIMS

1. To show how principles emerge in competition.
2. To emphasise the merits of collaboration.

### GROUP SIZE

Two teams required of not more than eight members each.

### TIME REQUIRED Approximately

one hour.

### MATERIALS

Copies of Principles Game Tally Sheet for all participants.

### PHYSICAL SETTING

Enough space for the two teams to meet separately without overhearing or disrupting each other. A separate location where team representatives can meet in round 4, 9 and 10.

### PROCESS

1. Divide the group into two sub-group - a "green" team and a "red" team. Seat the groups apart n'rom each other and ask the teams not to interact with the other during the exercise except when instructed to do so.
2. Distribute a copy of the Principles Game Tally Sheet to each participant. Give members time to study the directions and scoring and ask if there are any questions.

Tell the two teams that the objective is for each group to score as many points as possible. Explain that no one will probably understand clearly how the game is played until the activity proceeds.

3. Round 1 begins. Each team is given **five minutes** to decide on a letter. When the time is up, each team passes its decision to the facilitator. The scoring is computed on the Principles Tally Sheet and the score passed back to each team member.

4. **Rounds 2 and 3** are conducted in a similar manner to Round 1, but with **three minutes** for discussion in each round. The scoring for each round is entered on a Principles Tally Sheet and the scores passed back to each team member.
5. For **Round 4**, each team sends one representative to a neutral place to negotiate 'for **three minutes**. Then the representatives return to their teams. After **three minutes**, each team passes its decision to the facilitator. The outcome of the round is doubled and the score is computed and passed to each team member.
6. Rounds 5 to 8 proceed in the same manner as the first three rounds, with three minutes for discussion in each. The score is computed after each round and passed to each team member.
7. In **Round 9**, another special round is conducted like Round 4, the outcome is **multiplied by 5**. The score is passed to each team member.
8. **Round 10** is conducted in the same way as Round 9, except the outcomes are **multiplied by 10**.
9. The entire group meets to tally the final score and to discuss who won and why. The following questions should be considered :

How do you feel about the other members of your own team?

How could you have achieved a higher score?

What lessons are there for management?

What is required for successful negotiating?

## PRINCIPLES GAME TALLY SHEET

### DIRECTIONS

For ten rounds, the **green** team will choose either an 'A' or 'B' and the **red** team will choose either an 'X' or a 'Y'. The score for each team is determined by both teams' joint decision. It is computed according to the following schedule :

Green Team choice	Red Team choice		
A	X	Both teams win	3 points
A	Y	Green team loses	6 points
		Red team wins	6 points
B	X	Green team wins	6 points
		Red team loses	6 Points
B	Y	Both team lose	3 points

ROUND	CHOICE		CUMULATIVE POINTS	
	GREEN TEAM	RED TEAM	GREEN TEAM	RED TEAM
1				
2				
3				
*4				
5				
6				
7				
8				
** 9				
***10				

- \* Results are doubled for this round
- \*\* Results are multiplied by 5 for this round
- \*\*\* Results are multiplied by 10 for this round

## **DEVELOPMENT OF COLLABORATION**

The Facilitator may help the participants gain perspicacity in the process of the development of collaboration amongst individuals and groups. The following dimensions are suggested in this regard.

### **Bases of Collaboration: Power and Trust**

One important condition which contributes to the development of collaboration in a group is the perception of power. Power can be of both kinds: power to reward and power to punish. Reward and punishment are used in a wider sense. Punishment may be in the form of depriving the other person or group of the rewards which he or his group is likely to get. Everyone in the system has at least the negative power of depriving the other person of something that is desirable to him. In this game one group may decide to deprive other groups from winning together. Thus even one group' or one individual can use such a negative power. Negative power can be used by holding back information, or misleading the other person and so on. Even the person at the lowest level in the organisation can use his negative power by creating annoying situations, delaying matters, holding back information, giving information that creates misunderstanding etc. Every person in the system seems to have some kind of power, which should he not only, perceived very clearly, but also demonstrated. If in a situation people do not perceive the other person's power they are likely to use the power in a competitive framework. On the other hand, if a person involved is not demonstrating the power this can also lead to a continued exploitative activity (use of competition by the other party).

Unconditional cooperation does not lead to the development of collaboration. Unconditional cooperation by one party may communicate a lack of power. If this happens, the other party will find it more and more difficult to get into a collaborative relationship. For effective collaborative behaviour the perception of power of both is essential.

Many researches have shown that cooperation emerges after some competitive moves by the groups concerned, in this process the various parties or individuals involved in the situation demonstrate to one another the power they have, and their ability to use power. Researches have also shown that competitive move or some kind of stalemate in a relation- ship can result in collaboration, particularly in situations in which the parties concerned are competitive by nature. In situations where parties are collaborative by nature, a stalemate of negotiation and relationship goes against collaboration.

Along with the perception of power, it is important that the parties concerned perceive that the power that the other party has will not be used against it. This is a part of trust. Some amount of mutual trust is likely to lead to cooperation. Trust indicates the high probability that the power of the concerned party or individual will not be used in a benevolent way.

A combination of perceived power and a minimum level of trust leads to cooperation. This is shown below.

**Figure 1: Power and Trust model**

<i>Power</i>	<i>Only I</i>	<i>Only He</i>	<i>Neither</i>	<i>Both</i>
<b>Trust</b>				
<b>No Trust</b>	<i>Coercion Exploitation</i>	<i>Compliance Submission</i>	<i>Indifference</i>	<i>Competition or Individualistic Task</i>
<b>High Trust</b>	<i>Nurturance</i>	<i>Dependence</i>	<i>Mutual sympathy</i>	<i>Cooperation</i>

As shown above, collaboration results from a combination of perceived power of both minimum trust in one another. In a no-trust condition there may be coercion and exploitation if the other person is seen as weak, or submission or compliance if he is seen as having power; if the perception is that neither have power, there may be an indifference for one another; the perception that both have power may lead to either competition or individualistic behaviour. Under conditions of high trust perception of the partner having low power may lead to nurturance (paternalistic attitude); the perception that he has power may result in dependency: the perception that neither have power may generate mutual sympathy. It is only what both perceive, as well as it is clearly demonstrated that both have power, and there is enough trust in one another that collaboration emerges.

Figure 1 shows that collaboration results from three main factors: the perception that the goal is shareable by both (or all) concerned, the perception that both (or all) involved have power, and a minimum level of trust prevailing amongst those involved in the task. The absence of these may result in low (or an absence) of cooperation. We thus see that trust interacts both with power and the super-ordinate goal.

### **The Final Step in Building Collaborations**

In the final analysis, cooperation results from the initiative taken by one person or one group to cooperate. This is a kind of risk-taking on the part of the individual or the groups. This is also making oneself vulnerable. This turns the win-lose strategy into a win-win strategy. A win-lose strategy can only be temporary as it changes into either a lose-lose or a win-win strategy. In a non-zero-sum game like this exercise, the individual or the group who makes the cooperative move runs the risk of losing a great deal and have a lower payoff. This risk, the initiative demonstrating

the courage to lose initially for the benefit of all the parties concerned, taken by an individual or a group is the key to the development of cooperation. However, this has to be after the other parties concerned perceive the power this group or the individual has. This risk-taking is important in combination with trust and demonstration of one another's power. It is only after this has been achieved that both mutual trust and mutual power lead to the risk-taking tendency, but not the other way round. Only the risk move leads to cooperation, so that the team that takes the initiative, making itself vulnerable, is able to start the process of change towards collaboration. This inner strength of the team to be able to make such a move helps to build a collaborative relationship.