



Sasin School of Management

Empowering Teamwork

(By Overcoming the Hidden Forces that Hold Teams Back)

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**What is the difference
between
a group of people
working together
and a *team*?**



What Makes a Team a Team?

- Shared History or Experience?
- Shared Identity?
- Shared Goals?
- Shared Purpose?
- Shared Vision?
- Shared Values?
- Trust?
- Presumption of Competence?
- Leadership?



10 Characteristics of a Good Team

** Best Practice Institute*

1. A Clear Purpose and Shared Vision
2. Trust and Psychological Safety
3. Strong, Open Communication
4. Leadership That Enables, Not Controls
5. Diversity of Skills and Perspectives
6. Mutual Respect and Belonging
7. Constructive Conflict and Healthy Feedback
8. Accountability and Clear Roles
9. Adaptability and Flexibility
10. Commitment to Learning and Improvement



Invisible Obstacles to Effective Teamwork

- *(Exclusionary) Focus on Tasks*
- *Lack of Awareness of (Other) Perceptions*
- *Unspoken Issues (about differences and feelings)*
- *Arguing Badly (Poor Communication)*
- *Friction*
- *Competition*
- *Tension*
- *Confrontation*



**You're Not a Team Because
You Work Together...**

**You're a Team Because
of *How* You Work Together**



A big part of that is
how you **Negotiate** with
each other



WHAT IS NEGOTIATION?



Negotiation is About *Influence*

*Negotiation is exercising **influence**
on someone else's **thinking**,
decision-making, or **behavior**.*



Negotiation is One of Life's Most Important Skills



Why?

You Negotiate all the time; usually several times per day

You've been Negotiating all your life, so how did you learn to do it?

- **Imitation:** Watching others
- **Trial-and-Error:** Trying things to learn “what works”



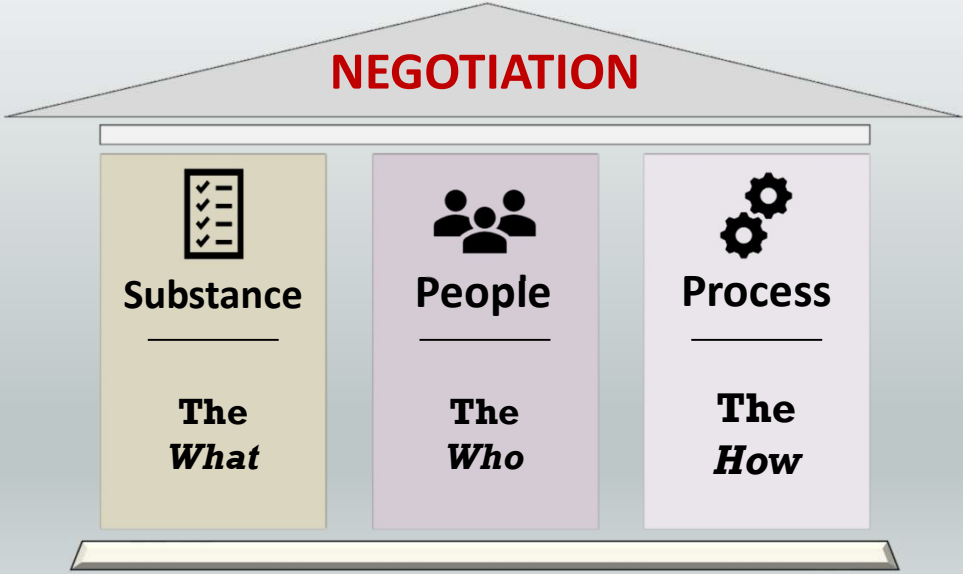
Whether You Realise It, or Not...

**Whenever You Negotiate,
You are Teaching Them
How to Negotiate with You**



Every Negotiation Rests on Three “Pillars”

The 3 Pillars of Negotiation



Understand the Tension Between a Good Outcome and a Good Relationship



The Problem:

When you negotiate, do you feel a **tension** between...

Achieving a **good outcome** for **yourself**
and

Keeping people happy?
(maintaining a **good relationship**)

(Most people do.)



The Dilemma:

This **tension** leads us to assume that we must choose...

either...

This **negotiation** is very important to me, therefore I must be willing to tolerate more tension in the relationship.

or...

This **relationship** is very important, therefore I should expect to get less out of the negotiation.



The Dilemma:



The Diagnosis:



So...Why Do We Feel this Tension?

1. Questionable **Assumptions**
2. Bad **Process**
3. **Reactive** Behaviour
4. Insufficient **Strategies**
5. Inadequate **Communication**



Game: *Arm Exercise*

- Pair with the person next to you.
- **No talking. Eyes closed.**
- **Goal:** Get as many points (for yourself) as you can.
- **You don't care how many points the other person gets.**
- You score **1 point** each time their hand goes down.
- **Keep count of how many points you get.**
- Game will go for about **30 seconds.**



Zero-Sum Thinking Limits You



“Winning”

Survey on Annual GDP Growth...

 		A	B
	US	5%	8%
	Japan	3%	10%



Questionable **Assumptions**

- Negotiation is a **competition**.
- Negotiation is a **Zero-Sum Game**.
 - Any gain must be **squeezed** out of the other side.
 - Someone's got to **lose**.
 - **"Win – Win"** Outcomes?
 - **"Winning"** means **beating** the other side.

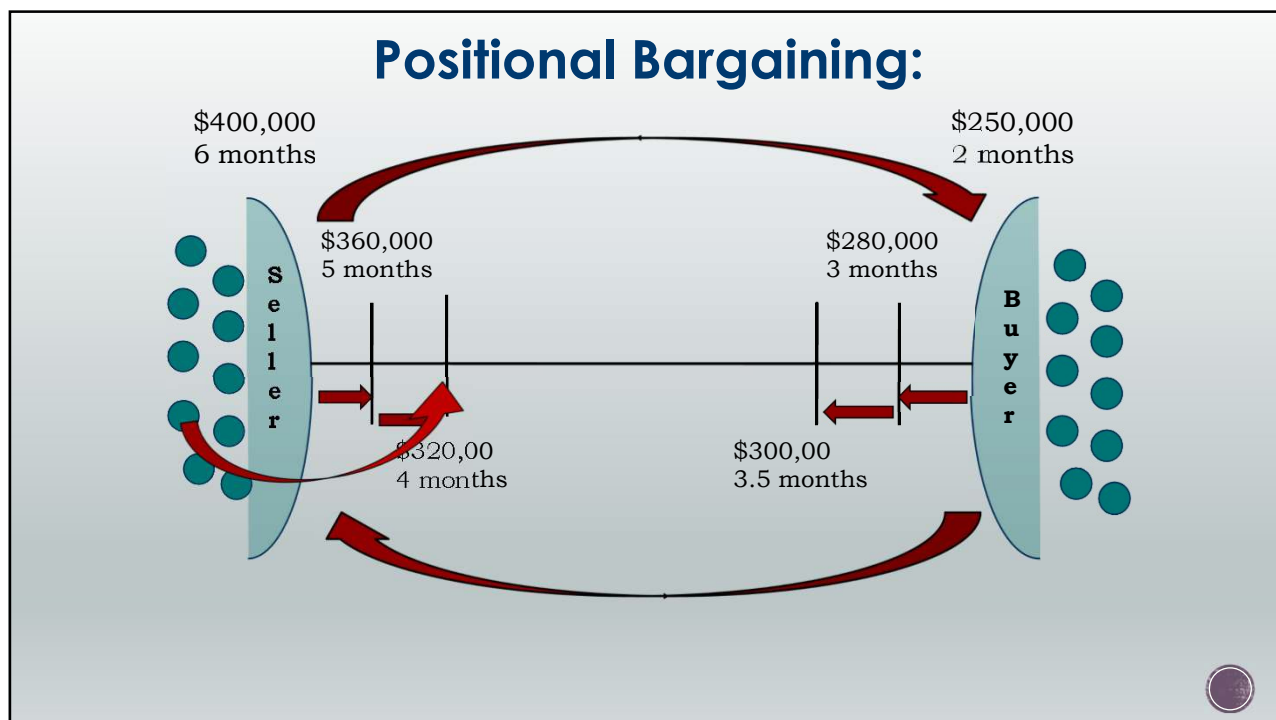
*(Good negotiators define "winning" as **meeting their interests** as well as possible.)*



Process is Important

(Much more important than you think)





Bad Process

Positional Bargaining is, by far, the most common process used for negotiating.

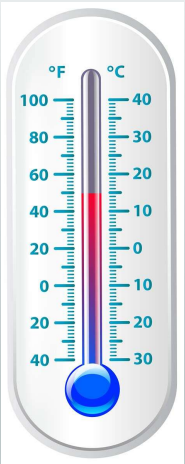
- Puts **increasing pressure** on relationships
- Creates **internal friction**, as well as external
- **Wrong process** when...
 - **Relationships matter**
 - **Issues are complex**
 - **Stakes are high**

The Problem with Reacting

(Rather than responding *purposefully*)



What is the Difference?



Thermometer



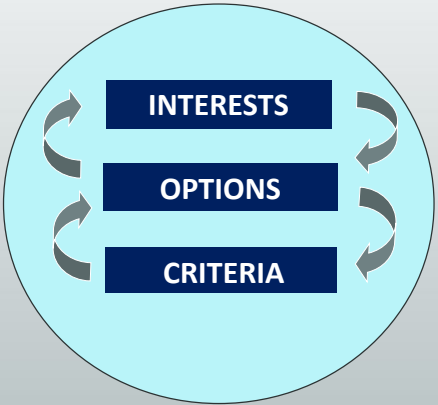
Thermostat



Diagnosis is the Best Way to Avoid Reacting



The Anatomy of Influence: The 7 Elements



IF "NO"
ALTERNATIVES



IF "YES"
COMMITMENT



COMMUNICATION

RELATIONSHIP

Relationship: Building Rapport

To build **rapport**, consider using the **SCARF*** Model:

S tatus

C ertainty

A utonomy

R elatedness

F airness

* by Dr. David Rock



Communication

Communicate for Understanding...

- **Understand** before **Judging**
- You may hear what they say, make sure you understand what they **mean**
- Leave room for different **perceptions** and explore them, to ensure **Dialogue**, rather than **Debate**.
- See a **difference of opinion** as an **opportunity** to learn & improve understanding, even (and especially) when you don't agree.
- Balance **advocacy** with **inquiry**



Communication

Listen for **words**

Understand **meaning**

Feel for **feeling**

Make ***understanding*** them a priority, even if you don't *agree* with them!



Difficult Conversations

Three Conversations...

The ***Factual*** Conversation

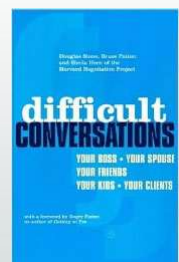
(what happened)

The ***Emotional*** Conversation

(how we ***feel*** about what happened)

The ***Identity*** Conversation

(what this conversation says about ***who I am***)



Every Good Negotiator Prepares **Three Strategies** for Any Important Negotiation

A Strategy for Dealing with Substance (the **What**)

A Strategy for Dealing with People (the **Who**)

A Strategy for Dealing with Process (the **How**)

