

CONTENTS

Preface	ix
Acknowledgments	xiii
Foreword	xv
Introduction	1
Chapter One: Getting Acquainted	11
1. Alphabetical Circle: A Fun Way to Learn Names and a Lot More	12
2. Group Résumé: Who We Are Collectively	14
3. Things We Have in Common: Getting to Know You	16
4. Predictions: Making Guesses About Co-Participants	18
5. Introductory Go-Arounds: Brief Self-Disclosures	20
6. What's in a Name? My Story	22
Chapter Two: Communication	25
7. Communication Tokens: An Awareness Exercise	26
8. Direct Communication: You Write the Scripts.....	28
9. Explaining Something Complicated: Avoiding Information Dumps.....	30
10. Obtaining Participation: Using Different Formats.....	34
Chapter Three: Assertive Behavior	41
11. Concerns About Confronting Employees: Overcoming the Anxiety	42
12. Assertive Starters: Ways to Begin an Assertive Message	46
13. Non-Verbal Persuasion: Assessing Its Impact	50

14. Refusing Unwanted Requests: Practicing Saying No.....	52
15. Stating Complaints and Requesting Change: Skill Practice.....	56
Chapter Four: Influencing Others	59
16. Alligator River: Looking at People with Different Glasses	60
17. Question First: The Best Way to Overcome Resistance	65
18. Influencing Others: Four Role-Play Scenarios.....	68
19. Getting Your Foot in the Door: Avoiding Rejection	72
Chapter Five: Conflict and Negotiation	75
20. Views of Conflict: A Word Association Game.....	76
21. What You Bring to Conflict Situations: Experiencing Different Styles ...	79
22. The Ten-Thousand-Dollar Challenge: Working Through a Conflict.....	85
23. Role Reversal: Arguing the Flip Side	89
24. Rating Methods to Deal with Conflict: Yours and Theirs	92
25. Breaking a Stalemate: Steps to Move Forward.....	95
Chapter Six: Creativity and Problem Solving	99
26. Getting Ready for Brainstorming: Creative Warm-Ups.....	100
27. Part Changing: Demonstrating a Technique to Increase Creativity.....	105
28. Brainwriting: An Alternative to Generating Ideas Verbally.....	108
29. Inspired Cut-Outs: Freeing the Mind.....	110
30. Wearing Someone Else’s Shoes: Taking a Different Perspective	113
31. Making Decisions After Brainstorming: Narrowing the Options.....	116
Chapter Seven: Diversity	119
32. Being in the Minority: Simulating an Everyday Reality.....	120
33. I’ve Been Curious: Questions I Have Been Afraid to Ask	124
34. Setting the Record Straight: Things About Me and Others Like Me....	127
35. Unlocking Memories: Self-Disclosures in a Diverse Group	130

Chapter Eight: Facilitating Teams	133
36. Multi-Voting: A Constructive Way to Make Decisions.....	134
37. Rotating Facilitators: Practicing Effective Facilitation	137
38. Card Exchange: A Unique Way to Stimulate Discussion.....	142
39. The Problem with Majority Voting: A Double Whammy.....	145
40. Changing the Rules: Altering Group Process	148
41. Removing Egos: A Tool for Team Facilitators.....	151
Chapter Nine: Exchanging Feedback	155
42. Animal Metaphors: An Exercise in Obtaining Honest Feedback.....	156
43. Giving Effective Feedback: Wheaties Over Donuts	163
44. Judging the Impact of Words: Applications to Giving Feedback.....	168
45. When Asking for or Giving Feedback Is Challenging: Your Advice	173
Chapter Ten: Leadership	177
46. The Window Shade: Depicting Different Approaches to Decision Making	178
47. Mirroring: Experiencing the Joys and Tribulations of Being a Leader	181
48. Going Outside Comfort Zones: Brief Exercises in Change	185
49. Changes You Would Make: Dreaming Beyond the Status Quo	190
Chapter Eleven: Teaching and Coaching Employees	195
50. Making Butterflies: It's Not What You Say That Counts	196
51. Brain-Friendly Teaching: Using Four Key Principles	202
52. Building Skills Through Role Plays: You Have Options.....	208
53. The Components of Effective Coaching: Observing the Process.....	218
54. Show But Not Tell: Upping the Stakes.....	218
Chapter Twelve: Understanding Others	221
55. Avoiding Labels: Interpreting Behavior Objectively	222

56. Be Curious, Not Furious: Five Ways to Understand Others.....	227
57. Comparing Yourself to Others: Looking for Differences and Similarities.....	231
58. The Three C's: What Makes People Difficult.....	234
Chapter Thirteen: Sales and Customer Service	239
59. A Convincing Sales Presentation: Warm-up Practice	240
60. Dissatisfied Customers: How to Win Them Over	243
61. To Consult or Not Consult: Assessing Your Selling Style	248
62. Your Company's Sales Philosophy: How Do You Treat Customers?.....	251
Chapter Fourteen: Team Building	255
63. The Stages of Team Development: A Card Sorting Activity.....	256
64. Television Commercial: An Unusual Team-Building Activity	262
65. Creative House Building: An Exercise in Teamwork.....	264
66. Fishbowl Meeting: Observing Group Process	266
67. Making Paper Cups: Simulating a Learning Organization.....	269
68. Are You a Team Player? Things Team Players Do.....	274
69. Paper Airplanes: The Power of Collaboration	278
Chapter Fifteen: Train the Trainer	281
70. Active Vacations: Topics Versus Objectives.....	282
71. Design Challenges: Planning How to Achieve Training Objectives	286
72. Energizers: Ways to Wake Up or Relax a Training Group	289
73. Has This Ever Happened to You? Making Team Learning Work.....	292
74. Training Styles: Three Continua.....	296
75. You Have Many Options: Increasing Your Training Repertoire	298
About the Author	301