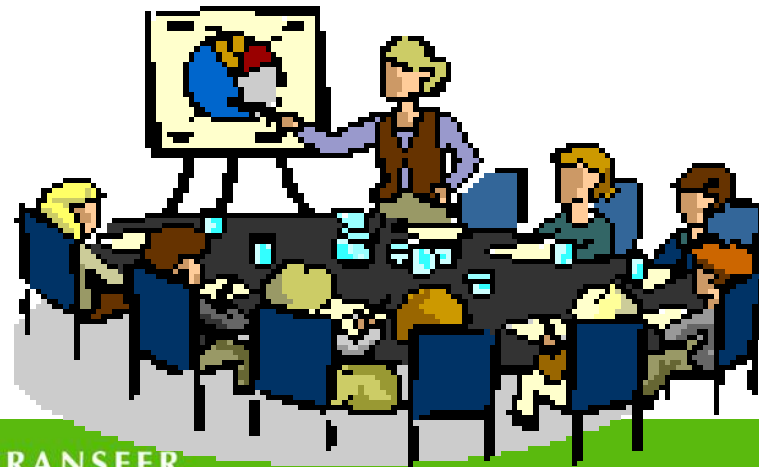# Project Team Management

Dr. Panos FITSILIS

(fitsilis@teilar.gr)

Importance of Teams

- Successful managers are those who work with successful teams.

- Groups constitute the basic building blocks of any organization.

Groups

- Two or more people who meet regularly over a period of time, perceive themselves as a distinct entity, share common values, and strive for common objectives

Teams

- Groups of people with complementary skills, who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable

The nature of a teams

(1) common purpose;

(2) interdependence;

(3) clarity of roles and contribution;

(4) satisfaction from mutual working;

(5) mutual and individual accountability;

(6) realisation of synergies; and

(7) empowerment.

Key characteristics
Groups - Teams

Factor	Group or 'team'	High performing team
Size	Unlimited	Limited (normally 6-8)
Leadership style	Dictatorial or non-existent	Mixture of authoritative and coaching style**
Different viewpoints	Unwelcome	Welcome
Goals	May or may not have goals	Agreed and shared goals
Recruitment of members	You arrived and they were already there!	You considered gaps in the team and recruited for them
Membership	Conformance	Complementary roles
Decision-making	Top down	Shared
Review	Self-reflection on personal agenda	Shared feedback on team effectiveness
Problems	Blame culture	Mutual support
Relationships	Adversaries	Friends

Ways Your Organization Can Benefit from Teams

- Why organizations benefit from teams

Ways Your Organization Can Benefit from Teams

- Team output usually exceeds individual output.

- Complex problems can be solved more effectively.

- Creative ideas usually are stimulated in the presence of other individuals who have the same focus, passion, and excitement.

- Support arises among team members.

Ways Your Organization Can Benefit from Teams

- Teams infuse knowledge.

- Teams promote organizational learning in work settings.

- Teams promote individual self-disclosure and examination.

- Teams both appreciate and take advantage of diversity.

What are the disadvantages?

Disadvantages

- Too much time and energy are spent improving communication and interactive skills. Work suffers as a consequence

- Particular individuals are embarrassed or marginalised as they find teamwork difficult, and contrary to their natural style

- Teams start competing with one another, to the detriment of the organisation as a whole

Characteristics of High Performing Teams

- Small Size
- Complementary Skills
- Common Purpose
- Specific Goals
- Common Approach
- Mutual Accountability

Where are we going?

Where are we now?

Situational analysis (SWOT)

Visioning
Outputs
Outcomes
Mission

Objectives
Action plans
Performance indicators
External analysis

Who are we?

LINKING

How will we get there?

HIGH ENERGY TEAMS

Self-understanding
Team-understanding
Values

Job descriptions
Role clarification
Authority
Accountability

SKILLS

What recognition do we receive?

Stroking
Remuneration
Fringe benefits
Promotion

Training and development
Coaching
Counseling
Mentoring

What is expected of us?

Performance review
• Output auditing
• Process auditing

How effective are we?

What support do we receive?

SOURCE: Adapted from C. Margerison and D. McCann, *The Team Development Manual* (Toowong, Queensland, Australia: Team Management Resources, 1990) 20.

Questions for Designing High Performance Teams

- Who are we?

- Where are we going?

- Where are we now?

- How will we get there?

Questions for Designing High Performance Teams

- What is expected from us?
  - Role Analysis Technique
  - Responsibility Charting
- What support do we get/need?
- How effective are we?
- What recognition do we get?

Role Analysis Technique

- Individuals analyze the rationale, significance, and specific duties of his or her role with the inputs of other team members until all are satisfied that the role has been completely defined.

- Each individual shares expectations for other roles on team.

- Each member writes a "role profile" summarizing his or her role on the team.

Responsibility Charting

(1) Construct a grid containing:

   (a)   Types of decisions and actions the team deals with

   (b)   Team members who are involved in the decision

(2)   Assign one of five behavioral expectations for each of the actions

   (a)   Responsibility to initiate action

   (b)   Approval or vetoing rights

   (c)   Support for implementation

   (d)   Right to be informed (but with no influence)

   (e)   Noninvolvement in the decision

The Margerison-McCann team management wheel describes and maps team role preferences
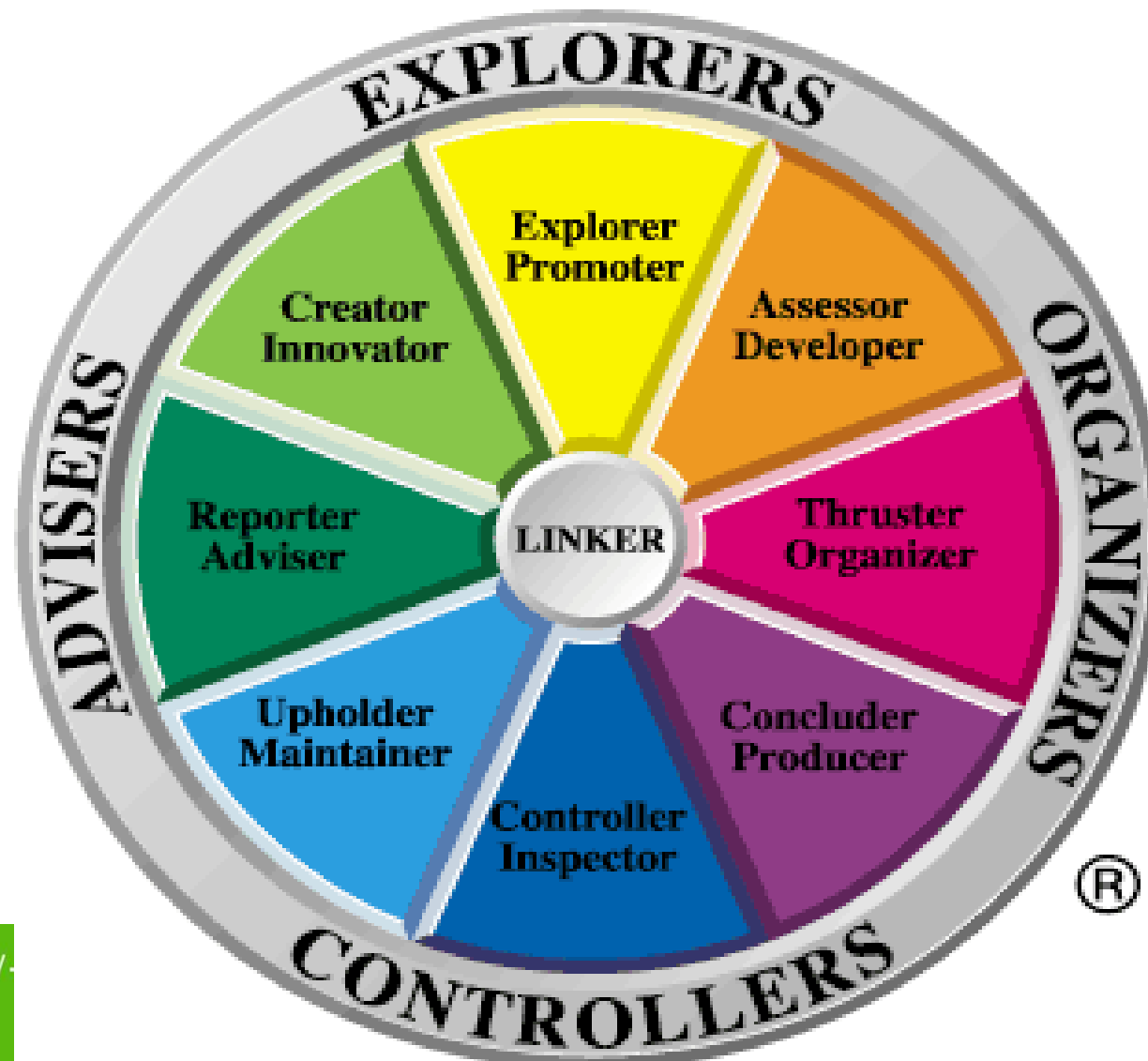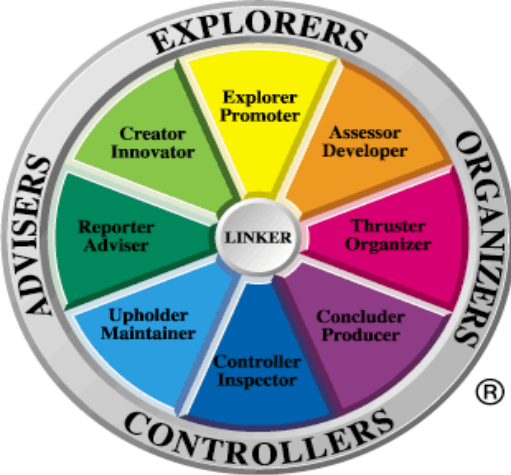
Advising: Giving and gaining information

Innovating: Creating and experimenting with new ideas

Promoting: Searching for and persuading others of new opportunities

Developing: Assessing and testing the applicability of new approaches

Organizing: Establishing and implementing ways and means of making things work

Producing: Operating established systems and practices on a regular basis

Inspecting: Checking and auditing that systems and contracts are working

Maintaining: Ensuring that standards and processes are upheld

Forming

Five Stages of
Team Development

Storming

Norming

Performing

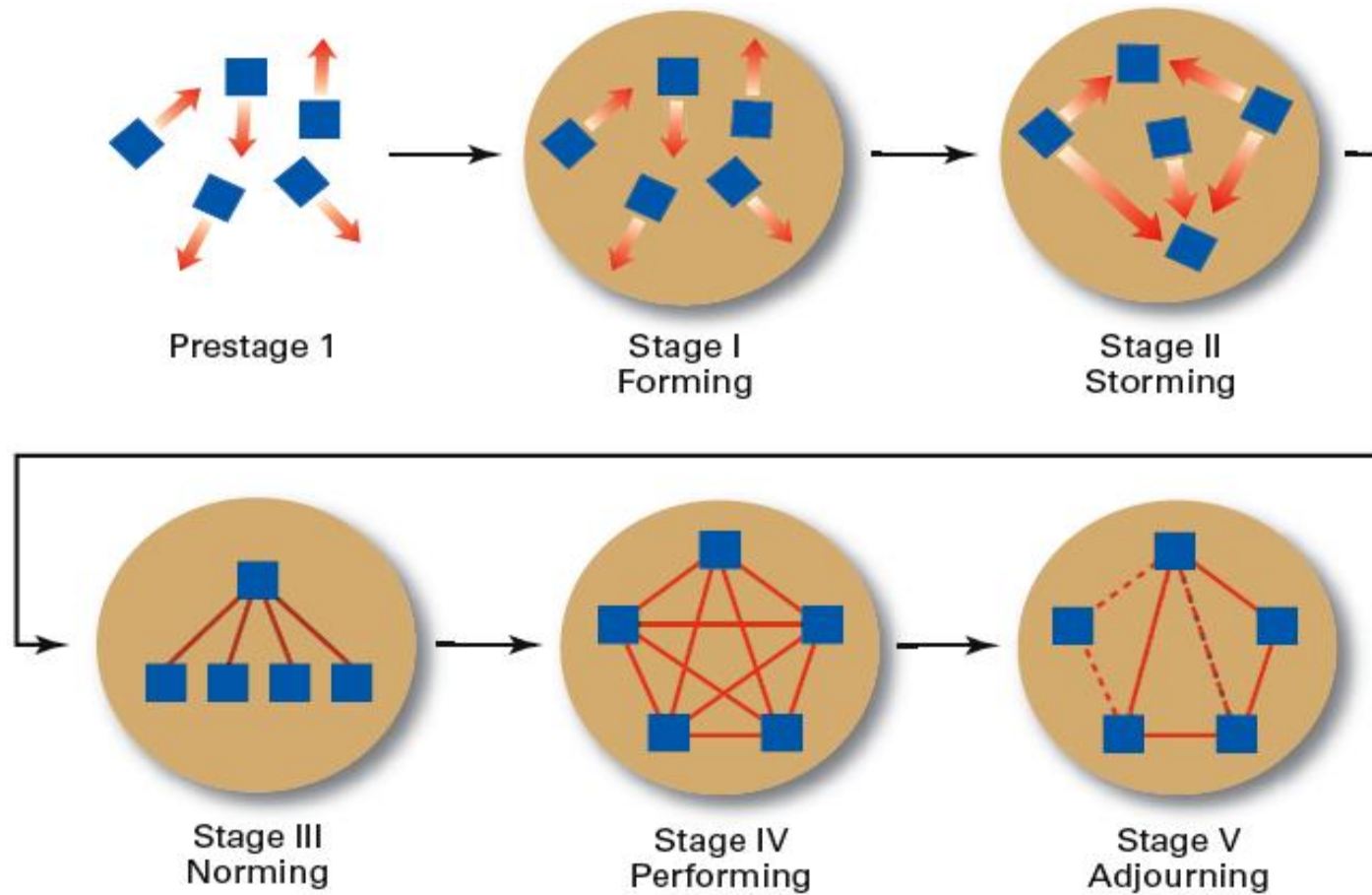**Adjourning**

Stages in Group Development

- **Forming**
  - Members join and begin the process of defining the group's purpose, structure, and leadership.

- **Storming**
  - Intragroup conflict occurs as individuals resist control by the group and disagree over leadership.

- **Norming**
  - Close relationships develop as the group becomes cohesive and establishes its norms for acceptable behavior.

- **Performing**
  - A fully functional group structure allows the group to focus on performing the task at hand.

- **Adjourning**
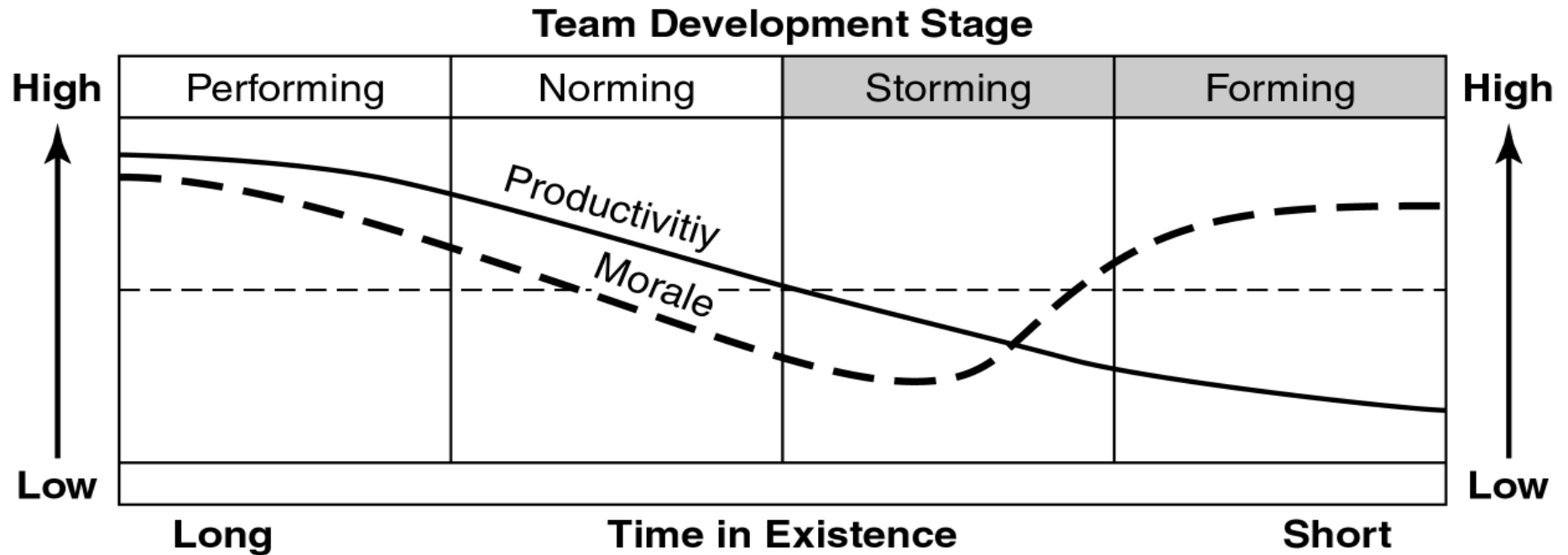 - The group prepares to disband and is no longer concerned with high levels of performance.

	Group structure	Task activity
Forming	Considerable anxiety, testing to discover the nature of the situation, what help can be expected from the leader and what behaviour will or will not be appropriate	What is the task? Members seek the answers to that basic question, together with knowledge of the rules and methods to be employed
Storming	Conflict emerges between sub-groups; the authority and/or the competence of the leader is challenged. Opinions polarise. Individuals react against efforts of the leader or group to control them	The value and feasibility of the task is questioned. People react emotionally against its demands
Norming	The group begins to harmonise; it experiences group cohesion or unity for the first time. Norms emerge as those in conflict are reconciled and resistance is overcome. Mutual support develops	Co-operation on the task begins; plans are made and work standards laid down. Communication of views and feelings develop
Performing	The group structures itself or accepts a structure, which fits most appropriately its common task. Roles are seen in terms functional to the task and flexibility between them develops	Constructive work on the task surges ahead; progress is experienced as more of the group's energy is applied to being effective in the area of their common task

Source: Adair (1986)

Exhibit 15–2   Stages of Group Development

Prestage 1

Stage I
Forming

Stage II
Storming

Stage III
Norming

Stage IV
Performing

Stage V
Adjourning

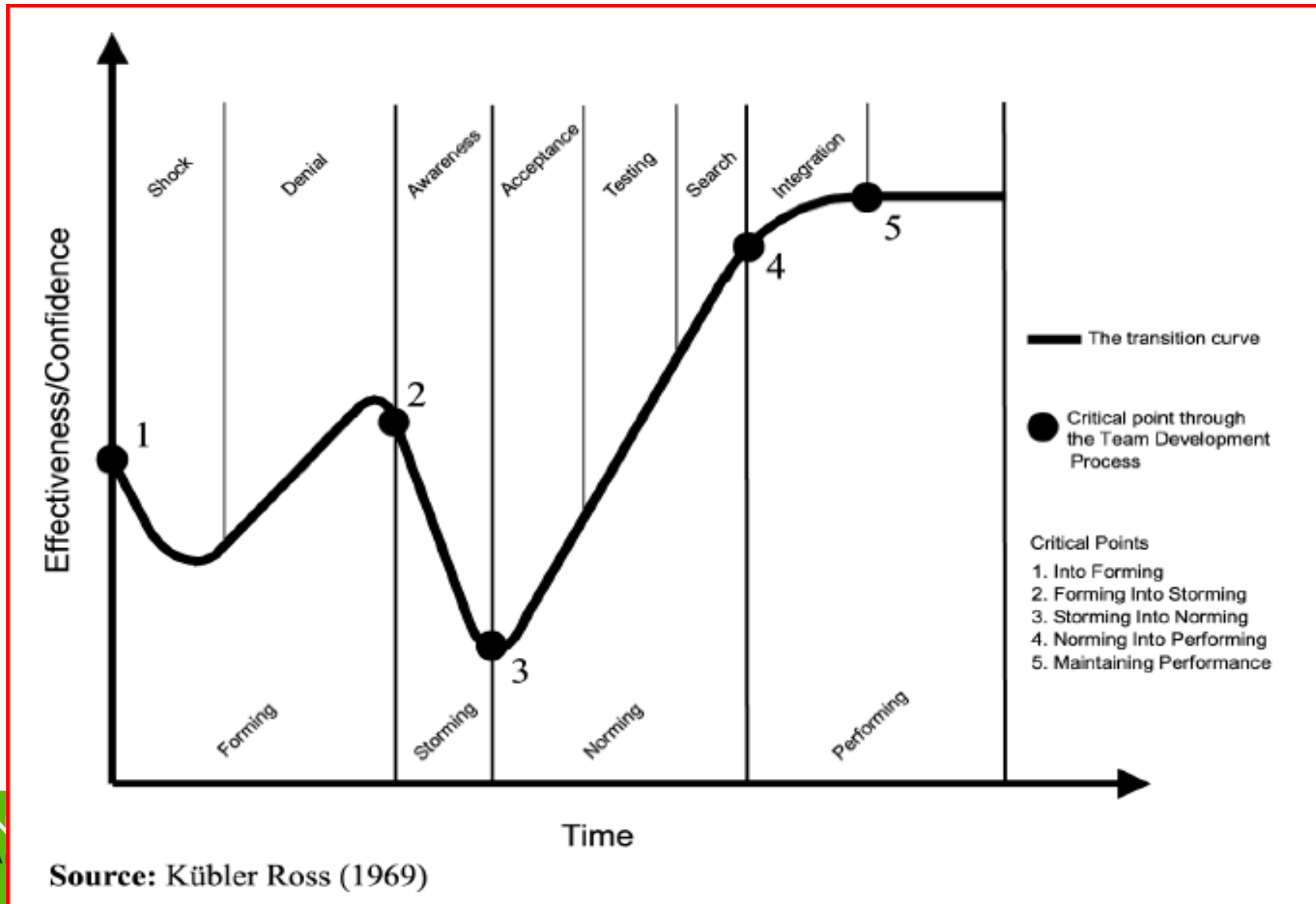# Variations in Productivity and Morale during Team Development
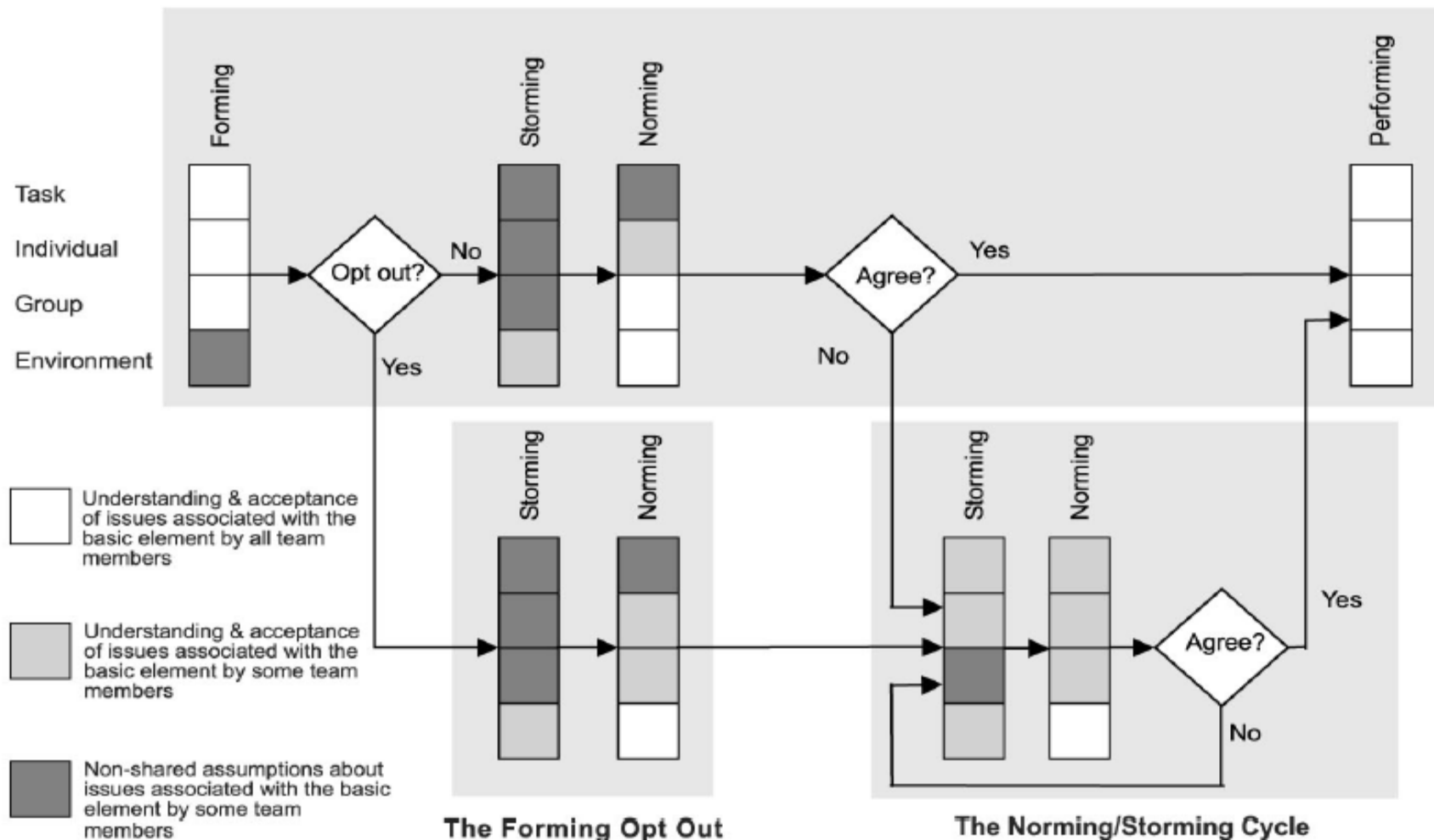
The three interlocking needs

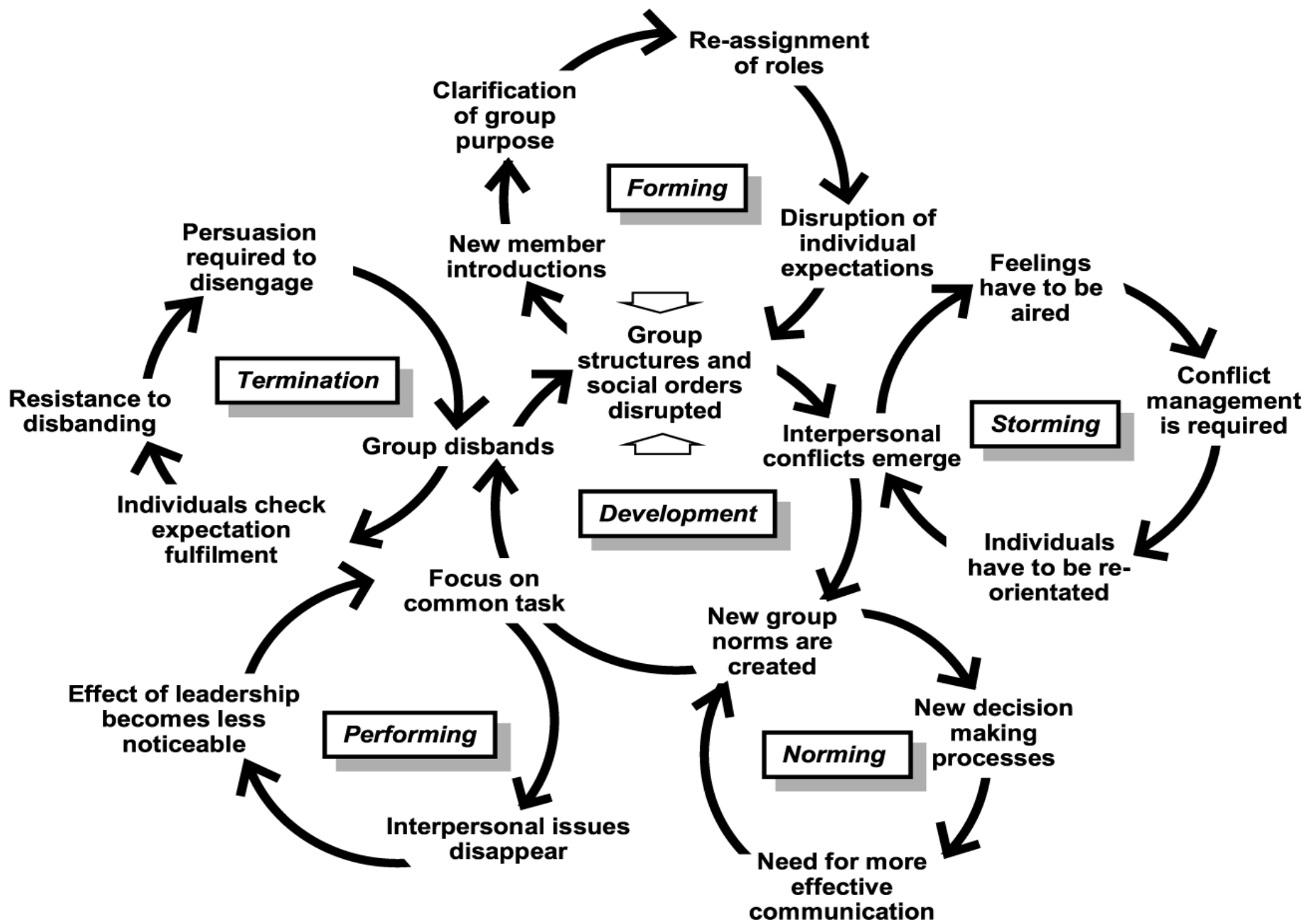| Need	Description
Task	The need to accomplish something. The need of the group is to try to accomplish this task. So long as the task remains undone, there will be a tension in the group and an urge to complete the task. The task is what the group is talking about or working on. It is usually seen in terms of things rather than people
Group	The need to develop and maintain working relationships amongst members so that the group task can be accomplished. This is called the maintenance need of the group. Maintenance refers primarily to people and their relationships with each other. It concerns how people relate to each other as they work at the group task. Unless members listen to each other, for example, and try to build upon each other's suggestions it will be very difficult, and often impossible, for the group to accomplish its task
Individual	The needs of individuals come with them into groups. People work in groups not only because of interest in the task to be accomplished, but also because membership of groups fulfils their various needs. If such needs can be met along with and not at the expense of the group task and maintenance needs, then the group will tend to be more effective

Source: Adair (1986)

The transition curve for the employee

Source: Kübler Ross (1969)

The integrated team development process

Task
Individual
Group
Environment

Forming — Opt out? — No — Storming — Norming — Agree? — Yes — Performing
                    Yes   No

☐ Understanding & acceptance of issues associated with the basic element by all team members

▨ Understanding & acceptance of issues associated with the basic element by some team members

▦ Non-shared assumptions about issues associated with the basic element by some team members

Storming — Norming

The Forming Opt Out

Storming — Norming — Agree? — Yes
                          No

The Norming/Storming Cycle

The nine key factors that affect team landscape

Basic Element	Key factor
Task	Clearly defined goals
	Priorities
Individual	Roles and Responsibilities
	Self awareness
Group	Leadership
	Group dynamics
	Communication
Environment	Context
	Infrastructure

The team landscape
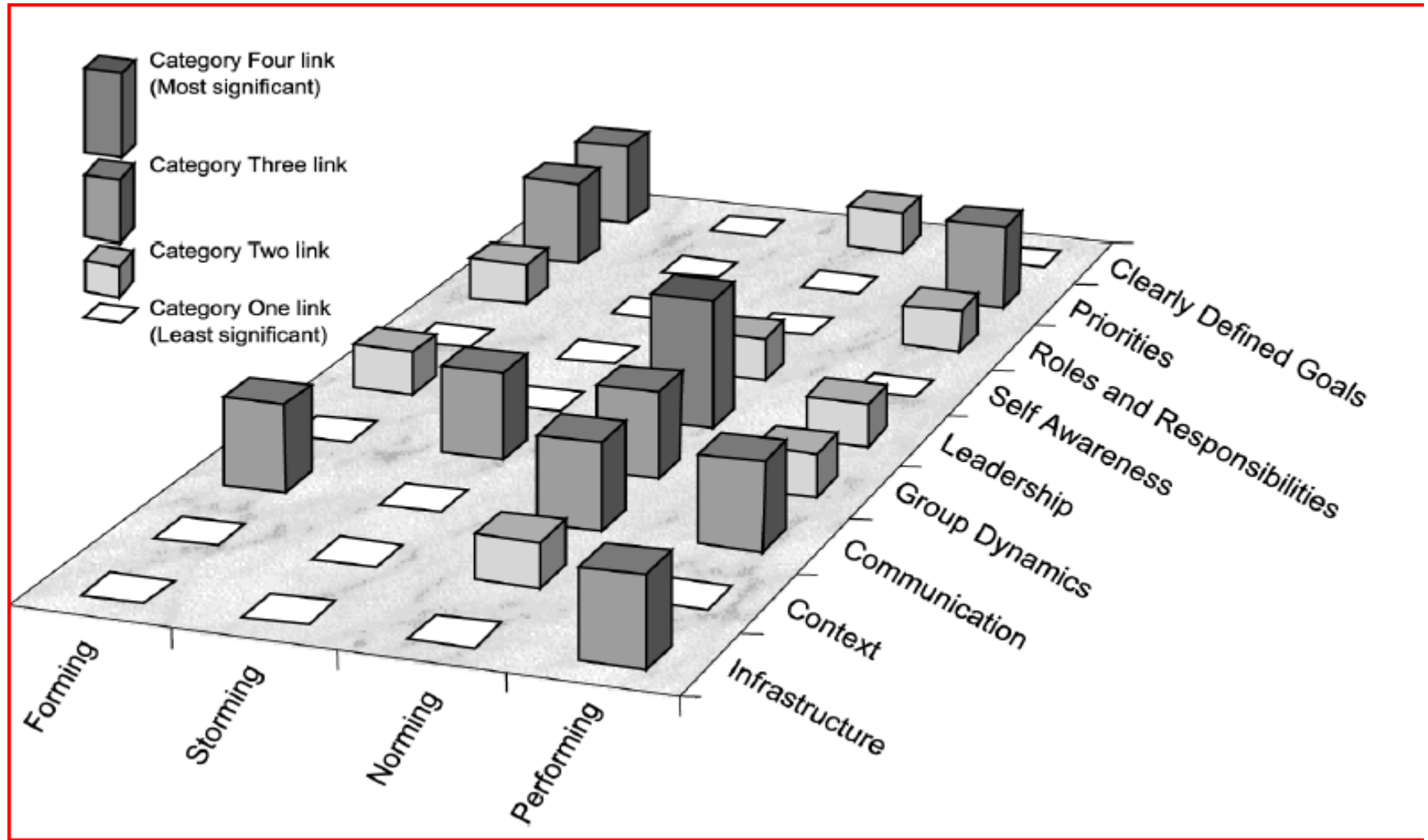
The leadership landscape
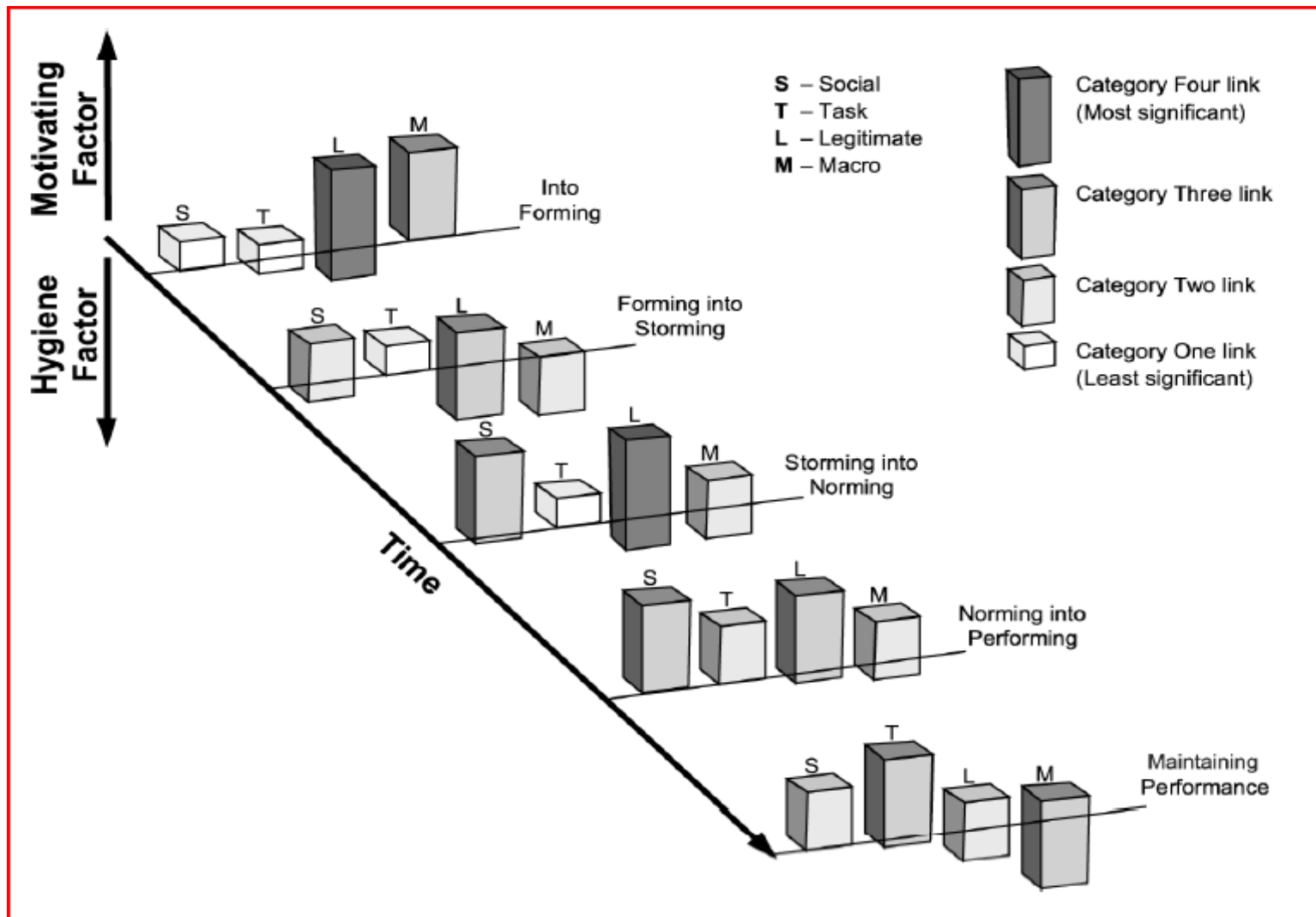
Hygiene – Motivating Factors

- **A hygiene factor** is defined as one that will not motivate a team if present, but will de-motivate it if absent.

- **A motivating factor** is defined as one that will not de-motivate a team if absent, but will motivate it if present.

Key leaders roles

- **Legitimate leader** is the publicly appointed leader of the team who is accountable for delivery of the team's objectives.
- **Social leader** is defined as the individual who undertakes to build and maintain a network of relationships with other team members.
- A team attempting to deliver a technically complex objective required a series of individuals to **lead specific tasks** that required undertaking and completing during the delivery of the team's overall goal.
- Senior management, who as individuals represented the views of the **"macro"** organisation.

Leadership Behaviors that Facilitate Team Development

- **Provide Direction**
- **Provide Support**
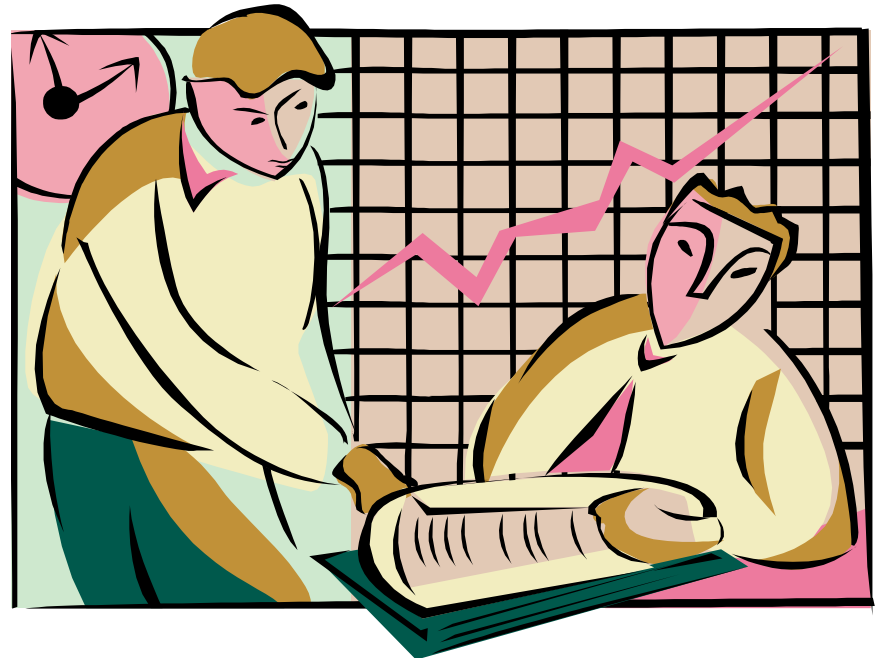
Leadership Styles and Team Development

Team Development and Leadership Style

High

Providing Support

Low Direction *and* High Support

High Direction *and* High Support

Collaborating

Resolving

Validating

Structuring

Team Leadership Styles

Low Direction *and* Low Support

High Direction *and* Low Support

Low ——————— Providing Direction ——————→ High

INTERNATIONAL
WIFI. WE TRAIN PARTNERS.
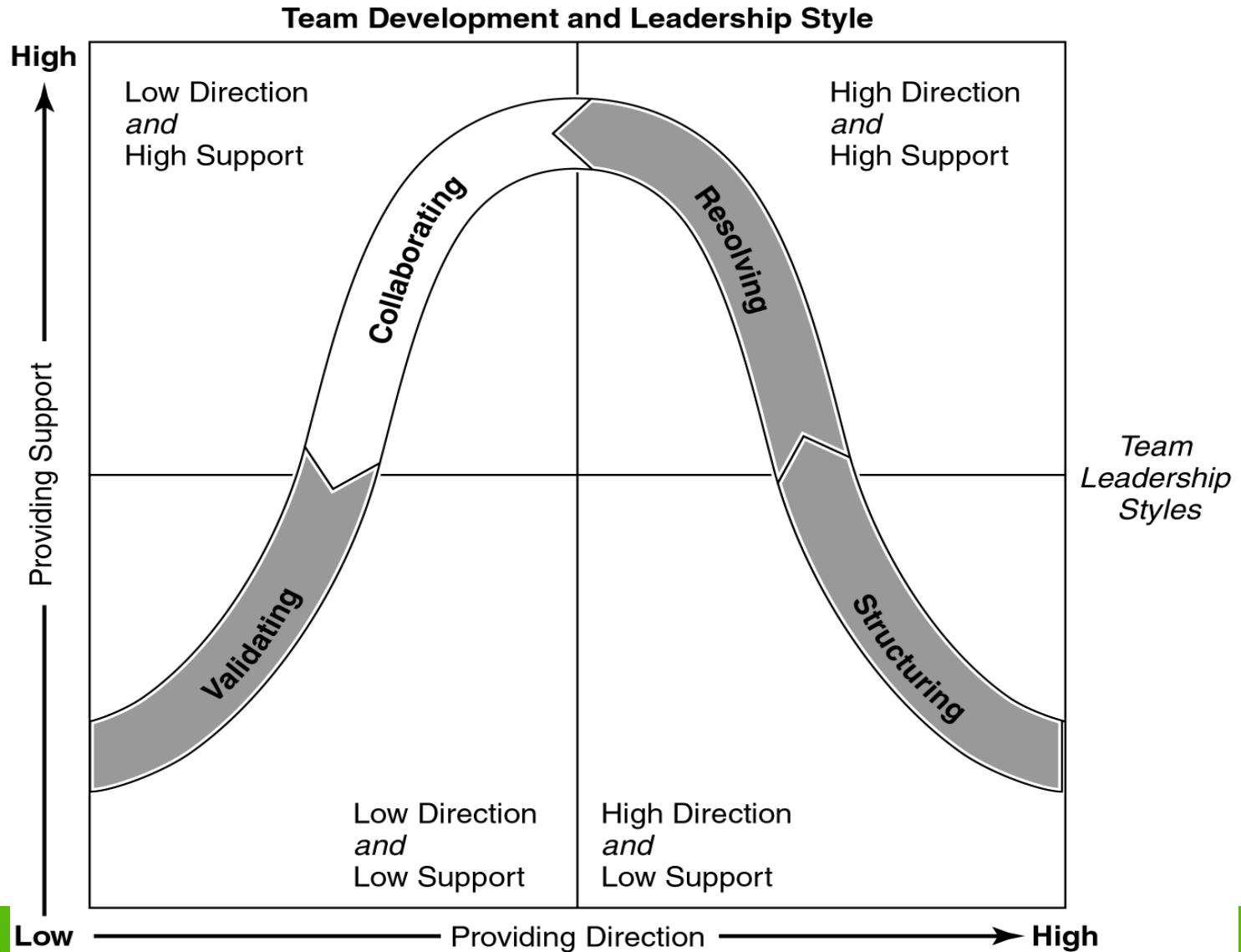
Adapting Leadership Style to Facilitate Team Development

- Structuring
- Resolving
- Collaborating
- Validating
- Terminating

Improving Team Effectiveness

- **Become Aware of Team Problems**
- **Determine Symptoms of Ineffective Teams**
  - **Communicating Outside the Group**
  - **Over-Dependency on the Leader**
  - **Unrealized Decisions**
  - **Hidden Conflicts**
  - **Fighting without Resolution**
  - **Subgroups**

Team Roles

- Roles are shared expectations of how group members will fulfill the requirements of their position.

- People develop their roles based on their own expectations, the organization's expectations, and the group's expectations.

Team Roles

- Task Behaviors
- Maintenance Behaviors
- Personal Behaviors

Group Roles

- Task roles – The things group members do and say that directly aid in the accomplishment of its objective(s).

- Task roles are sub classified into objective clarifiers, planners, organizers, leaders, and controllers.

Group Roles

- <u>Maintenance roles</u> **–** The things group members do and say to develop and sustain group dynamics.

  – Defines a group's social atmosphere.

- Sub classification of maintenance roles: formers, consensus seekers, harmonizers, gatekeepers, encourager, and compromisers.

Team Roles

- <u>Personal roles</u> **–** The things members do and say to meet their own needs or objectives at the expense of the team.
  - Following hidden agendas.
- Sub classification of self-interest roles: aggressors, blockers, recognition seekers, and withdrawers.

The Margerison-McCann team management wheel describes and maps team role preferences
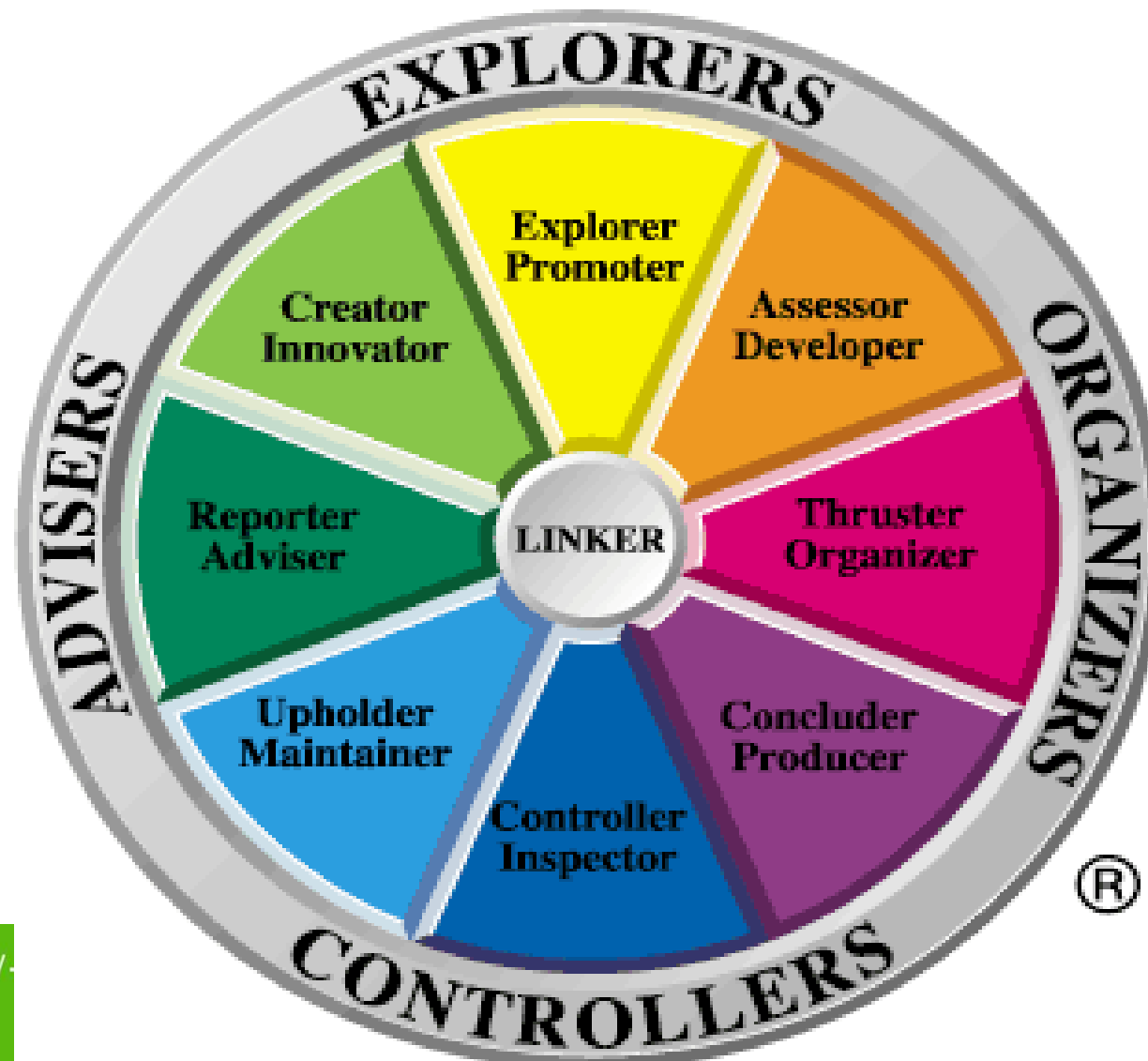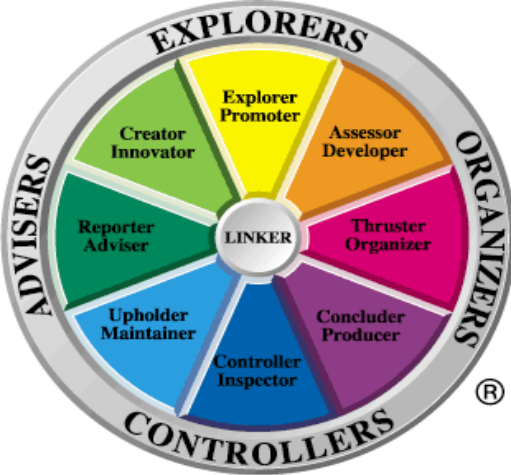
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Organizing: Establishing and implementing ways and means of making things work

Producing: Operating established systems and practices on a regular basis

Inspecting: Checking and auditing that systems and contracts are working

Maintaining: Ensuring that standards and processes are upheld

Team Processes

- Communication Patterns
- Decision-Making Procedures
- Influence Strategies
- Team Roles
- Emotional issues

Decision making procedures

- The plop
  - An assertive statement followed by silence

- The self-authorised agenda
  - An assertive statement followed by a suggestion

- The handclasp
  - A suggestion made by one and implemented by another

- The minority decision
  - Meets no resistance

- Voting

- Polling

- Consensus

Symptoms of Team Problems

- Weak Sense of Direction
- Infighting
- Shirking of Responsibilities
- Lack of Trust
- Critical Skills Gaps
- Lack of External Support
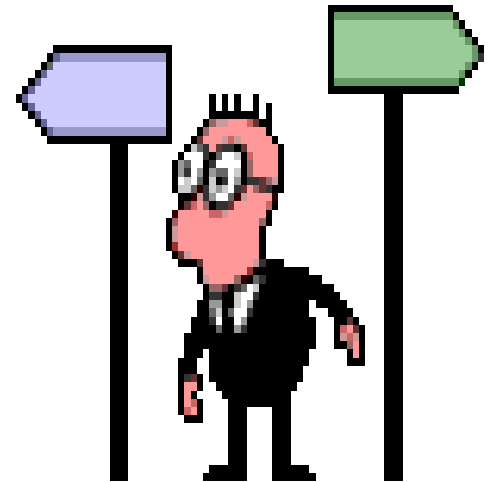
Make Action Plans to Solve Problems

- Clarify Goals
- Encourage Teams to Go for Small Wins
- Build Mutual Trust
- Appraise Both Group and Individual Performance
- Provide the Necessary External Supp
- Offer Team-building Training
- Role Negotiation Technique

Preparing for Effective Meetings

- Set objectives
- Select participants
- Plan the Agenda
- Distribute the agenda and relevant materials in advance

- Consult with the participants before the meeting
- Set a time and place
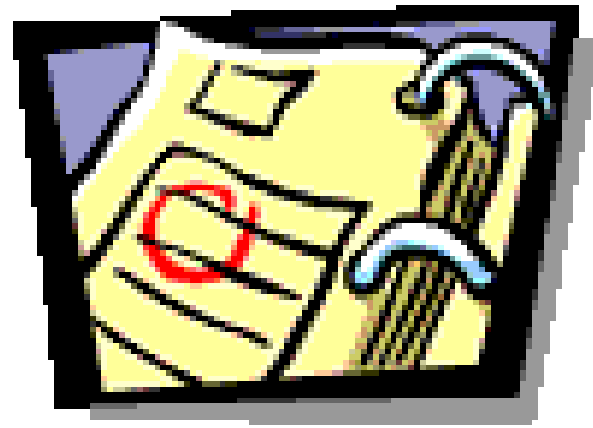
Conducting Effective Meetings - 1

– **Begin the meeting with the agenda**

– **Establish specific time parameters**

– **Control the discussion**

– **Encourage problem solving**

– **Encourage and support participation by all members**
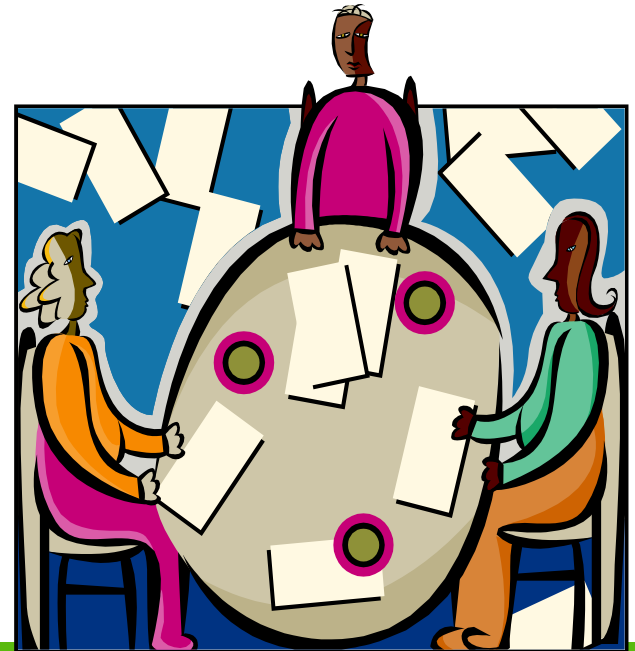
Conducting Effective Meetings - 2

- Encourage the clash of ideas, but discourage the clash of personalities
- Exhibit effective listening skills
- Reach a consensus
- End the meeting by clarifying what happens next

Follow Up After the Meeting

- Brief memo summarizing discussions, decisions, and commitments
- Spend the last five minutes debriefing the meeting process
- The best time to share your reactions to the meeting Is right after it has ended.

Managing Conflict

What is conflict?

- **A battle, contest or opposing forces existing between primitive desires and moral, religious or ethical ideas (Webster's Dictionary)**
- **A state of incompatibility of ideas between two or more parties or individuals**

Conflict management is the practice of identifying and handling conflict in a sensible, fair and efficient manner

What is Conflict?

- A disagreement between two or more parties who perceive they have incompatible concerns

Why Worry About Conflict Management?

- 24% of manager's time spent on conflict management
- Conflict management rated as equally or more important than communication, motivation, planning, and decision making
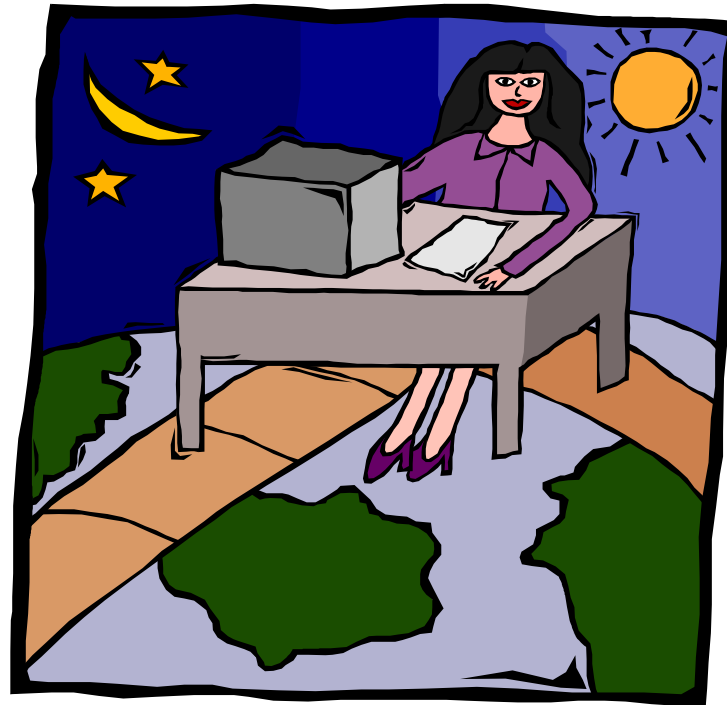- Increased potential for conflict as resources become more scarce (e.g.,downsizing)

If not managed properly, conflict can lead to:

- Hostility
- Lack of cooperation
- Violence
- Destroyed relationships
- Company failure

When managed effectively, conflict can stimulate:

- Creativity
- Innovation
- Change

What Are the Main Sources of Conflict?

- Communication Problems, barriers
- Structural Design
- Scarce Resources
- Personal Differences
- Unresolved prior conflicts

Why Conflict Arises

Type "A" Personality

Vs.

Type "B Personality

Type "A" Personality

- **Highly Competitive**
- **Strong Personality**
- **Restless when inactive**
- **Seeks Promotion Punctua**
- **Thrives on deadlines**
- **Maybe jobs at once**

Type "B" Personality

- **Works methodically**
- **Rarely competitive**
- **Enjoys leisure time**
- **Does not anger easily**
- **Does job well but doesn't need recognition**
- **Easy-going**

Aggressive People
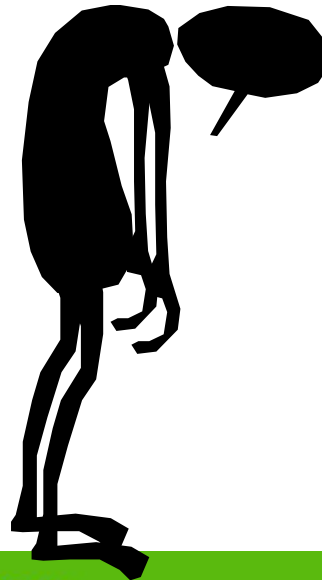
- **Body language**
  - **Stiff and straight**
  - **Points, bangs tables to emphasize points**
  - **Folds arms across body**

- **Verbal language**
  - **"I want you to…"**
  - **"You must…"**
  - **"Do what I tell you!"**
  - **"You're stupid!"**

Aggressive people are basically insecure….. Try to avoid them.

Submissive people

Body Language
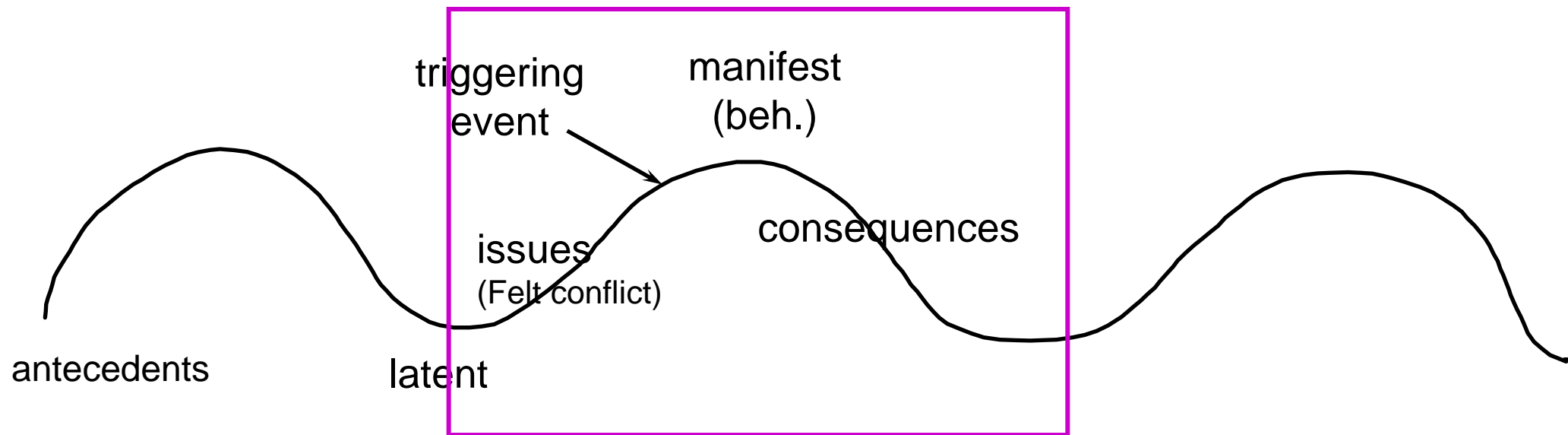- Avoids eye contact
- Stooped posture
- Speaks quietly
- Fidgets

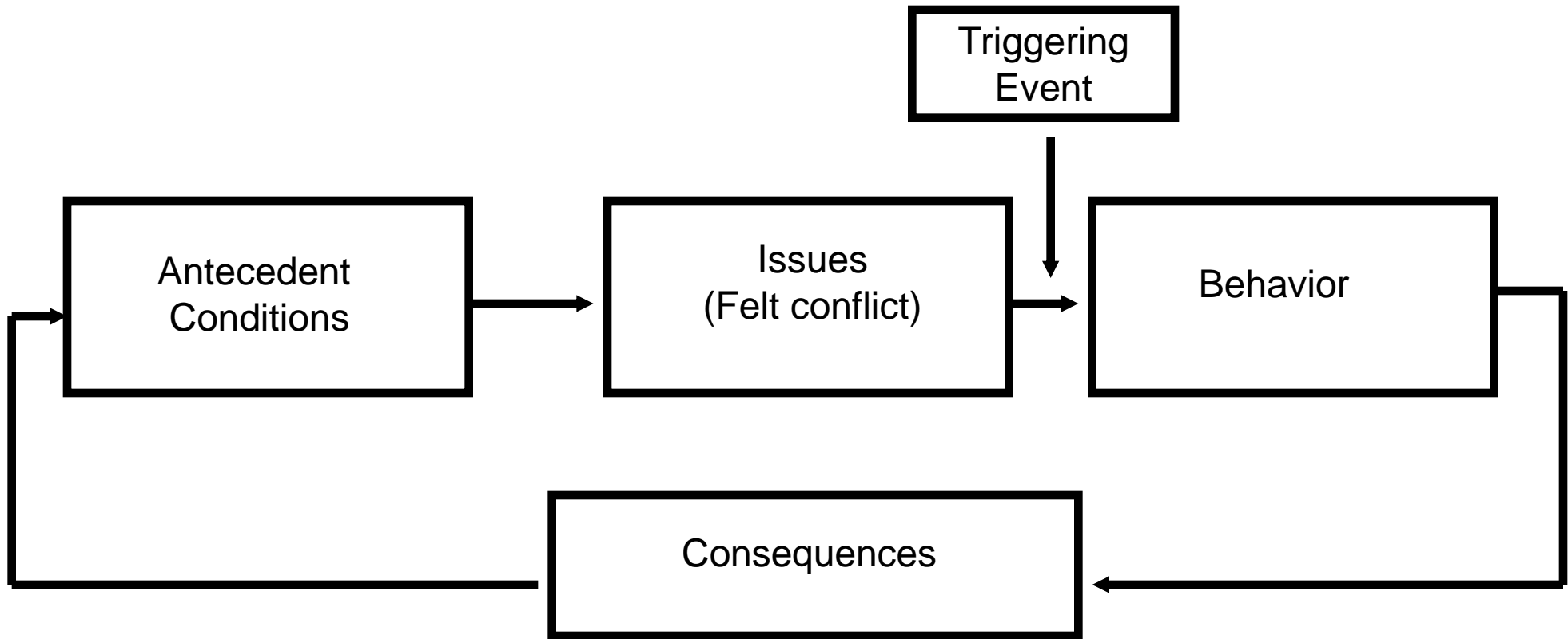**Verbal Language**
- "I'm sorry"
- "It's all my fault"
- "Oh dear"

Submissive people have a great sense of inferiority

A Cyclic Model of Conflict

triggering event

manifest (beh.)

issues
(Felt conflict)

consequences

antecedents

latent

A model of conflict

Triggering Event

Antecedent Conditions

Issues (Felt conflict)

Behavior

Consequences

INTERNATIONAL KNOW-HOW TRANSFER.

WIFI. WE TRAIN PARTNERS.
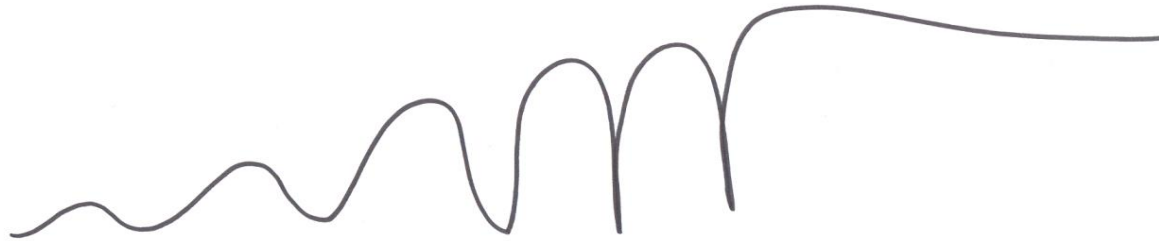
De-escalating Conflict

Characterized by *decreased*:

- frequency of conflict
- intensity of conflict

Escalating Conflict

Characterized by *increased*:
- frequency of conflict
- intensity of conflict
- difficulty in resolution

When Engaging in Conflict

- Assess the Nature of the Conflict
  - Cultural differences
  - Communication
  - Structural problems
  - Personal style differences

- Judiciously Select the Conflicts You Try to Manage?
  - As managers choose how to spend your time.

Conflict Diagnostic Model

Dimension	Viewpoint Continuum	
	Difficult to Resolve	Easy to Resolve
Issue in Question	Matter of Principle	Divisible Issue
Size of Stakes	Large	Small
Interdependence of Parties	Zero Sum	Positive Sum
Continuity of Interaction	Single Transaction	Long-term Relationship
Structure of Parties	Fractionalized with Weak Leadership	Cohesive with Strong Leadership
Involvement of Third Parties	No Neutral Third Party Available	Trusted, Powerful, Prestigious and Neutral
Perceived Progress of the Conflict	Unbalanced; One Party Feeling the More Harmed	Parties Having Done Equal Harm to Each Other

Empathize with the Other Conflict Parties

- What is important to them?
- Who has power?
- What is at stake?
- What is their time frame?
- Where do they draw their personal and organizational bottom line?

Deal with the Emotional Aspects of Conflict Before Addressing Issues

1. Treat the Other Person with Respect

2. Listen and Restate to the Other's Satisfaction

3. Briefly State Your Views, Needs, and Feelings

Plan Your Strategy and Approach

- Determine Your Objectives

- Implement the Optimal Long-term Strategy for All Involved

- Option of Last Resort

Conflict Table

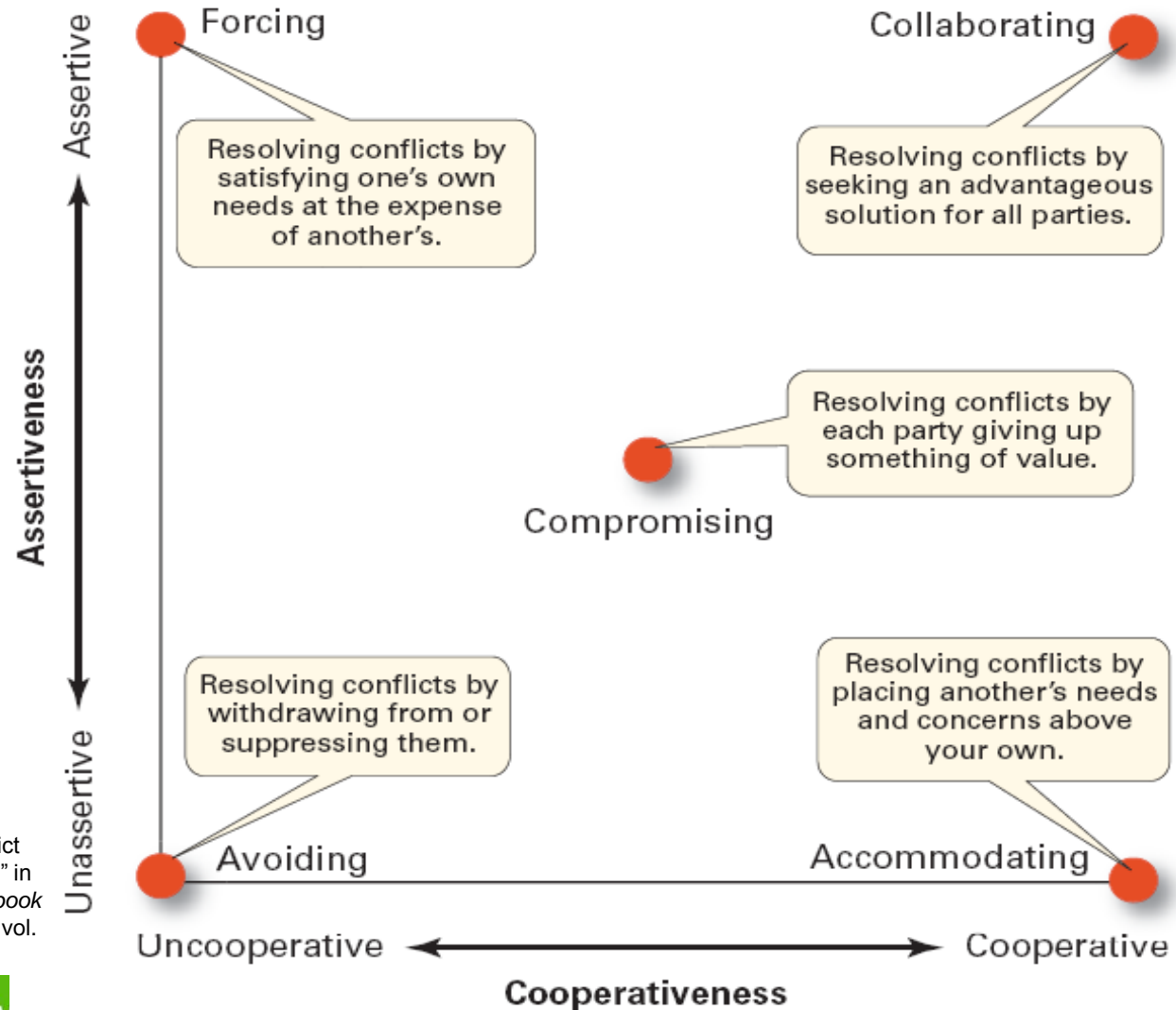|	I win	I lose
You win	Win-Win	Lose-Win
You lose	Win-Lose	Lose-Lose

The Basic Styles of Handling Conflicts

– Avoidance (lose-lose situation)

– Accommodation (win-win situation)

– Competing (win-lose situation)

– Compromise (lose-lose situation)

– Collaboration (win-win situation)

Exhibit 15–9   Conflict-Management Techniques

Forcing
Resolving conflicts by satisfying one's own needs at the expense of another's.

Collaborating
Resolving conflicts by seeking an advantageous solution for all parties.

Compromising
Resolving conflicts by each party giving up something of value.

Avoiding
Resolving conflicts by withdrawing from or suppressing them.

Accommodating
Resolving conflicts by placing another's needs and concerns above your own.

Assertiveness: Assertive / Unassertive

Cooperativeness: Uncooperative ⟷ Cooperative

INTERNATIONAL KNOW-HOW TRANSFER.
WIFI. WE TRAIN PARTNERS.

When to Use the Different Conflict Management Styles

Conflict Management Style	When to Use	When Not to Use
Collaborating	When issues are complex and require input and information from others When commitment is needed When dealing with strategic issues When long-term solutions are needed	When there is no time When others are not interested or do not have the skills When conflict occurs because of different value systems
Accommodating	When the issues are unimportant to you When your knowledge is limited When there is long-term give and take When you have no power	When others are unethical or wrong When you are certain you are correct
Competing	When there is no time When issues are trivial When any solution is unpopular When others lack expertise When issues are important to you	When issues are complex and require input and information from others When working with powerful and competent others When long-term solutions and commitment are needed

Negotiation

- Also called *bargaining*
- Two or more parties exchange goods and services and attempt to agree upon the exchange rate for them.
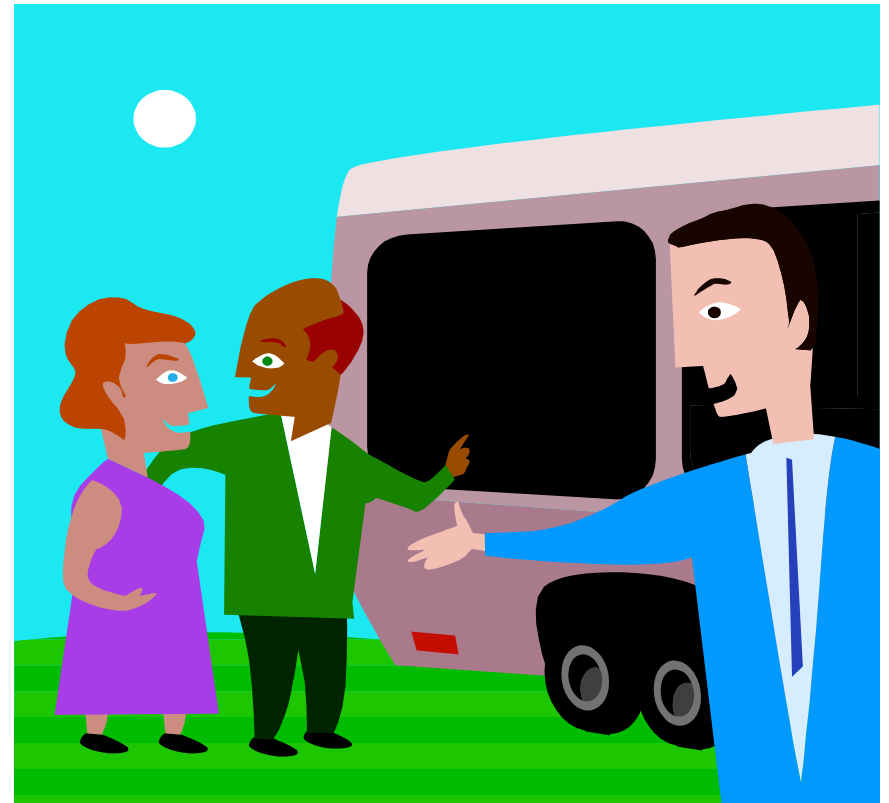
Negotiation Basics

- ## What is negotiation?
  - A group process for reaching agreement
  - A method of procurement

  - Has these characteristics
    - Parties may have different end objectives
    - Parties expect to reach an agreement
    - No one party has all the information
    - Unpredictable outcome
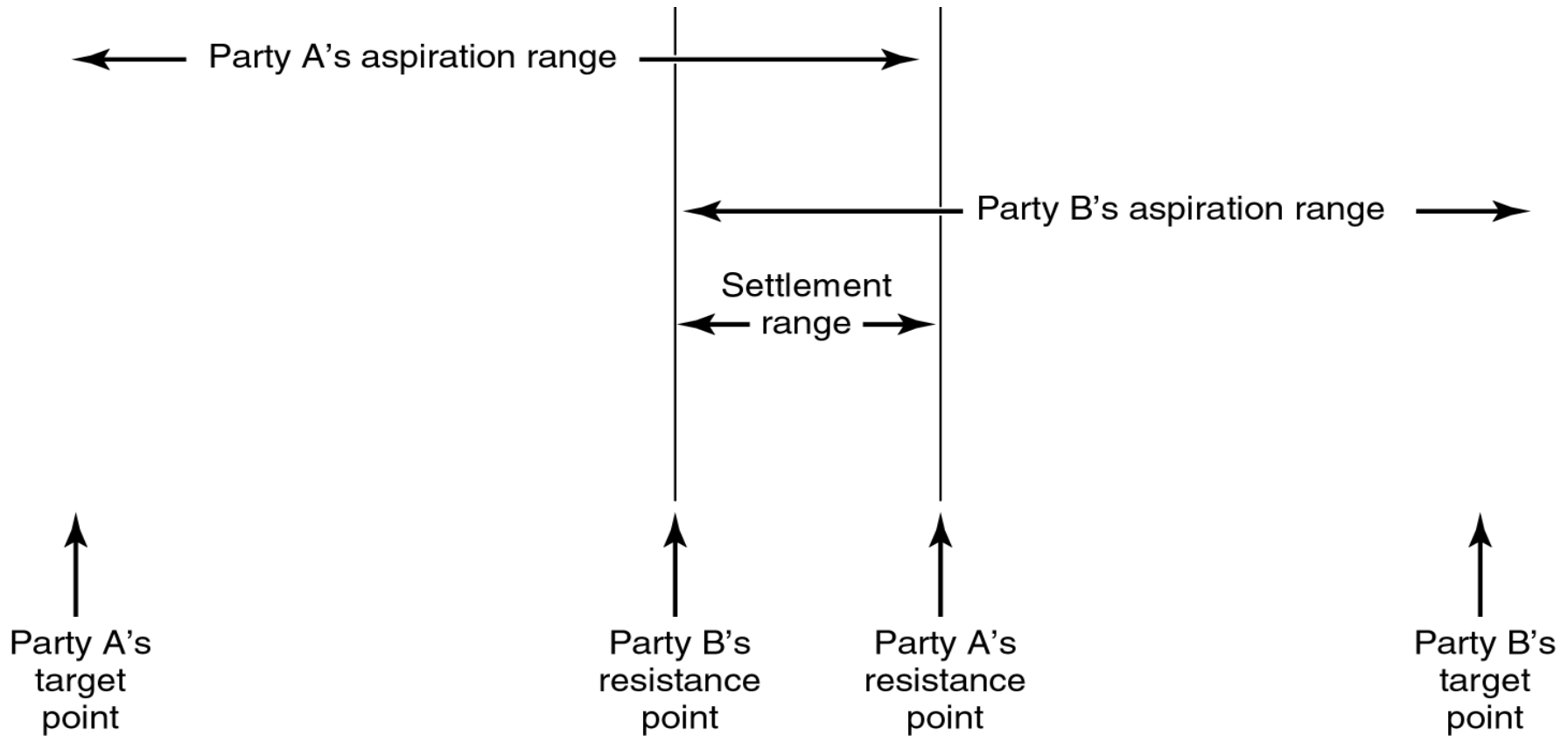   - <u>You must be willing to walk away</u>

Bargaining Strategies

- Distributive Bargaining
- Integrative Bargaining

Staking Out the Bargaining Zone

Party A's aspiration range

Party B's aspiration range

Settlement range

Party A's target point

Party B's resistance point

Party A's resistance point

Party B's target point

Negotiation Basics

- **Write down** your desired outcome, bottom lines, your target prices, and other terms and conditions (T & C) criteria before the negotiation. It is such a powerful technique that, almost as a rule, you will get a better outcome.

- You are less likely to hedge and get confused.

- After all, how are you supposed to out-negotiate the other person when you are too busy *negotiating with yourself*?

Negotiation Basics

- Negotiation plan
  - Location of negotiation site
    - Your place, their place, neutral?
    - Telephone***
    - E-mail***
  - Time of negotiation
    - Early or late in cycle
  - Number in attendance
    - Subject Matter Experts-- present or on call

Negotiation Basics--Telephone

- Lose up to 95% of communication
  - The non-verbal part
- Non-verbal communications
  - Proximics--space
  - Kinesics --body language
  - Touch Behavior
  - Physical Appearance
  - Environment
  - Voice
  - Time

Negotiation Basic—e-mail

- Lose up to 98% of non verbal communication
  - It is a good way to send information, to keep a record of communication and to keep everyone informed at the same time
  - People are less inhibited and they seem to feel that they can get away with more self-serving behavior when they send an e-mail
    - (They lie more often)

Negotiation Basics

Every group activity has these parts

- Form>Storm>Norm>Perform>Adjourn

Conduct the negotiations:

- Social period
  - Introductions
  - Administrative matters
- Who goes first?
  - Ask questions
    - Any changes that may need to be brought up
  - Have an agenda

Negotiation Basics

- Usual sequence of business negotiation
  - Scope of work
    - Understood
    - Agreed to
  - Schedule
    - Quantity and Time
  - Terms and Conditions
  - Price
- **All agreements should be tentative until final agreement**

Negotiation Basics

- Tactics—behaviors that may have little to do with the substance of the negotiation
  - Silence
  - Power
  - Good cop-Bad cop
  - Authority
  - Persuasiveness
  - Being reasonable

Negotiation Basics- more tools

- Tactics work-and everything is a tactic
  - They can be being used on you, and can be used by you
  - Once they are recognized as tactics, their effects are reduced, or eliminated

90

Negotiation Basics

- Tools
  - Listen
  - Ask questions
  - Solve problems
  - Creative thinking

Negotiation Basics –more tools

- Power
  - Assertiveness (control of schedule)
  - Ingratiation (flattery)
  - Rationality
  - Sanctions
  - Upward appeal (higher values)
  - Blocking (slowdowns)

Negotiation Basics

- Principles of persuasiveness
  - Reciprocity
  - Repetition
  - Logic
  - Timing

Negotiation Basics

- During negotiations use time
  - Take breaks to review progress
    - In-place caucus
    - Separate meeting
    - Postpone
  - Have an observer to help
  - Be aware of external needs
    - Time of day or week
    - Special events

Negotiation Basics

- Ethics during negotiations
  - Listen in on caucuses
    - Can't help it
    - Have to work at it
    - Body language
  - Look at materials
    - Read upside down
    - Review materials left

Negotiation Basics

- Stress in negotiations
  - Negotiations can be very stressful for you and the other parties
    - Look at stress as a "need"
    - Some stress is good –too much stress is bad

Negotiation Basics

- At conclusion of negotiations
  - Review all agreements
  - Make sure disagreements were covered
- Make a record of the negotiation
  - Share with other party?
  - Share the summary with the other party?

Negotiation Basics

- Post review--metrics
  - Win-Win—results of the contract
  - Win-Lose—amount of pain
  - Zero Sum—amount left on table
  - Synergy—customer delight
- Prepare contract performance plan
  - Based on contract and negotiation record

Guidelines for Effective Negotiating

1. Consider the Other Party's Situation

2. Have a Concrete Strategy

3. Begin with a Positive Overture

4. Address Problems, Not Personalities

5. Maintain a Rational, Goal-oriented Frame of Mind

Guidelines for Effective Negotiating

6. Insist on Using Objective Criteria

7. Pay Little Attention to Initial Offers

8. Emphasize Win-Win Solutions

9. Create an Open and Trusting Climate

10. Be Open to Accepting Third-Party Assistance

National Styles of Persuasion

	North Americans Factual: Appeals made to logic	Arabs	Russians
Primary Negotiating Style and Process	Objective facts	Affective: Appeals made to emotions	Axiomatic: Appeals made to ideals
Conflict: Counterparts' Arguments Countered With . . .		Subjective feelings	Asserted ideals
Making Concessions	Small concessions made early to establish a relationship	Concessions made throughout as a part of the bargaining process	Few if any concessions made
Response to Counterparts' Concessions	Usually reciprocate counterparts	Almost always reciprocate counterparts	Counterparts concessions viewed as weakness and almost never reciprocated

Stimulating Productive Conflict

1. Communicate That Conflict Has a Legitimate Place in the Organization

2. Send Ambiguous Messages about Potentially Threatening Developments

3. Bring in Outsiders

4. Restructure the Organization

5. Appoint a "Devil's Advocate"

Negotiation Myth

- **Myth 1: Negotiation Are Fixed-Sum**
  - Fixed Sum is when two parties are directly opposed
  - No!
  - The truth = most negotiations are not fixed-sum, *they are variable-sum in nature*
  - Which mean if parties work together, they can create more joint value than if they are purely combative
  - *Negotiation is a mixed-motive enterprises (parties have incentives to cooperate as well as compete!)*

Negotiation Myth (con)

- **Myth 2: You Need to Be Either Tough or Soft**
  - No!
  - To achieve own outcome, we must work effectively with the other party (= cooperate), but must also leverage our own power and strengths!

Negotiation Myth (con)

- **Myth 3: Good Negotiators Are Born**
  - Wrong! *They are self-made*
  - Buying a car is NOT a broad negotiation experience builder
  - The most important negotiations are those that we engage in every day with our colleagues, supervisors, coworkers, and business associates

Negotiation Myth (con)

- **Myth 4: Experience Is a Great Teacher**

    – While confidence improves with experience, unaided experience doesn't provide good feedback

    – We remember successes, forget failures

Negotiation Myth (con)

- **Myth 5: Good Negotiators Take Risks**
  - No…
  - "This is my final offer" or "Take it or leave it" = tough negotiators
  - *Tough negotiators **are rarely** effective!*
  - Good negotiators make threats in a disciplined and organized fashion
  - Good negotiators know how to evaluate a decision situation and choose a best course of action

Negotiation Myth (con)

- **Myth 6: Good Negotiators Rely on Intuition**
  - Many do use "gut feeling"
  - In reality, behavior is often influenced by arbitrary and irrelevant aspects of a setting
  - *Good negotiators are self-aware!!*
  - They can articulate the rules that guide them and police against being fleeced

Thank you!