

JUNE 2020

TRAINING TOOLKIT: CARD PIECES

PRACTICING NEGOTIATION
AND EMPATHY

01

WHAT IS CARD PIECES?

Card pieces is a negotiation activity aiming to introduce the idea of **empathy** in negotiation and enable participants to **practice their negotiation skills**. Sales managers have learnt various negotiation skills or techniques theoretically. However, individuals may not have much experience **applying these skills** in a real-life context. Other than **practical role-playing**, the concept of **empathy** is critical in card pieces. It is especially useful for individuals who have focused too much on their own goals but **neglect the real needs of the clients**.



LEARNING OBJECTIVES

- **Sharpen** learnt negotiation skills
- Understand **Empathy** and the importance of **understanding others** in negotiation and persuasion

WHY CARD PIECES

- Interactive negotiation activity with insightful messages
- Enables participants to review their **negotiation style and bias**

02

TIME AND GROUP SIZE

18 mins for task + **20 mins** for debriefing

at least 6 people; ~ **3 - 6** people per group

MATERIAL

A deck of **playing cards**

Cut each card **diagonally twice** to get 4 triangular pieces

Prepare **one envelope** for each group

Mix and divide the card pieces into **equal piles**

The card pieces **should be ready in the envelopes** before the start of the activity

03

GOAL

Through negotiating and bartering with other groups, get as many **completed cards** as they can. The team with the most completed cards is the winner.

STEPS

- Divide participants into groups of 3 to 6 people. Distribute the envelopes. Explain the goal clearly to the participants. **Encourage** them to utilize the negotiation skills they learnt.
- Let the teams discuss their strategies and sort their card pieces for 3 minutes before the start of the bartering.
- After that, count down for 15 minutes and allow teams to negotiate and barter freely. Teams can work individually or form alliances. As different teams and participants may have different styles, you should **observe the teams** for more coherent debriefing.
- After 15 minutes, count the number of completed cards of each team. Announce the winner. Referring to the suggested debriefing question, discuss their **performance** and most importantly, **room for improvements**.

04

SUGGESTED DEBRIEFING QUESTIONS

Reflection on negotiation skills

Ask the winning team: *What negotiation strategy did they use?*

Did you encounter any difficulties while applying the learnt skills?

Did you change your strategy?

You may ask other questions regarding specific skills taught in your organisation

Empathy

Were you aware of what the other teams are thinking?

Were the other teams willing to barter with you?

Had you felt being neglected during the process?

Did you use active listening?

08

INSIGHT—

EMPATHY

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Seek first to understand, then to be understood.

— Stephen R. Covey

Author of "The 7 habits of highly effective people"

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One of the common issues of negotiators is **egocentrism**. Negotiators often **neglect** the real needs and feelings of their clients, which undermines their performance.

The **ultimatum game** can be used to illustrate the importance of empathy in communication. The ultimatum game involves two players. The first player divides a sum of money. The second player decides whether to accept the amount or not. If the second player rejects the offer, both players get no money. Else, they get the amount as divided by the first player. Psychologists found that the second player seldom acts rationally, but makes decisions based on the **sense of fairness**.

In the context of negotiation, we are the first player who suggests the offer. **Our clients are the second player who makes the final decision.** In exchange game (or negotiation), people's behaviors are highly driven by emotion. Sales managers not paying attention to clients' needs are not going to seal the deal easily.

09

INSIGHT—

EMPATHY

We believe **empathy and active listening** are the keys to communication. If we focus too much on personal goals, we miss our clients' concerns. Empathy helps us to **build relationships** with our potential customers by **demonstrating a caring and warm attitude**. Empathy allows us to **think in our clients' perspective**. After knowing more about our clients, we can **direct our negotiation regarding their considerations**. It is essential for effective negotiation and communication.

To learn about **applying empathy**, please refer to <https://treehole.hk/en/toolbox/active-listening/>



WHY YOU MADE THIS DECK?

Thank you for going through the whole guide book! Hope you find this useful.

I am Peter Chan, the founder of TreeholeHK, a corporate training consultant that provides **psychology-based training solutions**.

These skills have been highly effective in my training practice – and I hope to share them with more L&D professionals so we can share the fruits from psychology research.



FOR MORE INFORMATION, VISIT:

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