



IOL (UK) Limited & Northgate Training
EXERCISES, GAMES & SIMULATIONS FOR MANAGEMENT DEVELOPMENT



STONEHENGE

An Activity on Negotiation and Reaching Agreement

This 2nd edition of *Stonehenge* encompasses all aspects of the original activity but now it also asks participants to address the roles and responsibilities of a negotiating team. This classic bargaining and negotiation exercise is very popular as an introduction to the basics of negotiating or as an observational tool on assessment programmes. And many Trainers use it as a lively teamwork activity to reveal all about team behaviours!

Key Skills

- ▶ Negotiating and bartering
- ▶ Assertiveness
- ▶ Persuading, influencing – and ethics
- ▶ Team roles
- ▶ Strategic planning
- ▶ Managing a team
- ▶ Information gathering
- ▶ Cooperating to achieve

Trainers' Comments

*We love **Stonehenge**...and so do the participants! It's energetic and fun -and helps them explore and recognise the essentials of negotiation.*

T. Keck, Claviga Ltd.

A practical opportunity for participants to test their ability to negotiate - and it's great fun. It gives Trainers a chance to observe real behaviours and for participants to reflect on them.

H. Haggag, Hilton International.

Timing: 1 hour plus the debrief

Numbers: For four teams of 3-6 delegates

Cost: £395 plus delivery and VAT

About the Activity

This activity challenges teams to construct a model of Stonehenge out of wood blocks.

Teams are issued with some blocks but they need more - and they can use only *one type* of wood, rather than the mixture they have at the start. They need to obtain more blocks from each other as well as from the Trainer - but at a price.

Teams allocate certain roles to help them organise themselves - and are also essential to good negotiation practice.

A number of issues need building into a negotiation strategy which can then be put to the test with the other teams: what is the best wood type to use? How many pieces are out there? Will other teams swap pieces – will teams all go for the same type of wood? Should they buy pieces from the Trainer and at what cost?

How well will they work as a negotiation team? Can they complete Stonehenge in time?

Running a Session

1 Teams are issued with a **Briefing Sheet** and **Money** explaining their task and are allowed 20 minutes to plan a trading strategy and allocate the following **Roles** to team members:

- **Team Manager** - who makes final decisions and who cannot be sacked.
- **Team Negotiator** - who can meet with negotiators from other teams, but can be replaced.
- **Team Buyer** - who trades with the Trainer and seeks answers to any questions, but can be replaced.
- **Team Banker** - responsible for £5000 and must keep full accounts of any monies spent or received.
- **Team Architect** - responsible for the building of Stonehenge and the 'construction cover'.

2 Teams announce their company name and their team roles to the other teams.

3 At the start teams are supplied with **scissors, tape** and **card** with which to construct a cover that will hide their building progress from other teams. Covers can be personalised with the company name and mission statement.

4 Buyers may then visit the Trainer with any **questions** before negotiations begin.

5 Negotiators can meet in a designated **meeting area** and begin trading wood pieces. The finished Stonehenge is made up of:

- 12 'verticals'
- 12 'horizontal'
- 1 'altar stone'.

6 Teams continue negotiating and trading until either a team announces a completed Stonehenge or the full 60 minutes is reached.

7 All teams reveal their models - or part models - and the Bankers announce the financial situations. The team with a completed Stonehenge wins. If there is more than one then the highest bank balance decides the winner.

8 Using the **Trainer's Notes** the Trainer leads a discussion on team performance and the learning outcomes.

STONEHENGE Typical Scenarios

■ Stonehenge encourages teams to negotiate successfully - and swiftly - with the other three teams and the Trainer. Decisions need to be made early as to which type wood to use, then purchases need to be made from the Trainer for the vital altar stone before pursuing other pieces from competing teams. (Teams have been known to buy up *all* the altar stones, held at the start by the Trainer!)

■ The 'cover' provides a subconscious barrier to honesty and trust, and induces many teams to lie about their desired build!

■ Successful teams set clear objectives, plan a strategy, gather relevant information, and are open to trading. Watch for teams hiding pieces in their clothes to avoid the disposal fee charged at the end. There are 120 pieces to account for!

Health Warning!

This activity may reveal more than you want to know about the darker side of your organisation's culture and values!

TO ORDER

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