



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY

Influence and Negotiation Skills

Leadership & Teamwork Skills

Prepared by:
Dr. Bothaina Mahmoud Fouad

College of
Entrepreneurship and Innovation

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Week 6



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Lec. 5 Overview



The main points:

- Understand the importance of leadership and teamwork during the negotiation process.
- Case studies





Leadership



Teamwork



"A leader is a dealer in hope."

Napoleon Bonaparte

"A spirited horse, which will try to win the race of his accord, will run even faster if encouraged."

Ovid, about 9 A.D.

is the ability to influence others, with or without authority.

Peter DeLisle

"Great leaders are the ones who let others shine"

Mansfred Kets de Vries



All successful endeavors are the result of human effort; thus, the ability to influence others is a derivation of

**Interpersonal Communications
Conflict Management
Problem solving**

Leadership is the ability
to develop a vision that
motivates others to
move with a passion
toward a common goal

Definition of Leadership

What is Leadership

*Leadership is the process of
influencing people and providing an
environment for them to achieve team
or organizational objectives.*

Leadership Definition

Leadership Vs. Management



Leadership



Management



is the process of influencing people and providing an environment for them to achieve team or organizational objectives



is the ability to organize resources and coordinate the execution of tasks necessary to reach a goal in a timely and cost effective manner

Manager



Leader vs Manager

Leader is

a person who is followed by others.

Manager is

a person controlling or administering a business or a part of a business.

A person regarded in terms of skill in household or financial or other management.

Leaders Vs. Managers attributes

leader	Manager
innovator	Administrator
ensures trust and results	represents control and authority
asks questions about what and why	asks questions in how and when
give solutions	create strategies
make followers	look for subordinates
Do the right thing	Do things right

Leadership & Management Skills

Leadership - soft skills

Communications
Motivation
Stress Management
Team Building
Change Management

Management - hard skills

Scheduling
Staffing
Activity Analysis
Project Controls

Creative leadership is

The combination of creativity (the ability to generates ideas) with leadership (the ability to execute them through actions of others).

the ability to create and realize innovative solutions especially in the face of structurally complex or changing situations. It refers to those people who, when all is shifting and new approaches are yet unknown, can still create clarity of purpose for their teams.



Recipe for Being a Leader

- Listen effectively
- Encourage teamwork and participation
- Empower team members
- Communicate effectively
- Emphasize long-term productivity
- Make sound and timely decisions
- Treat each person as an individual
- Protect your team
- Have vision, courage and commitment



What Makes an Effective Leader



Effective leaders have the ability to communicate well, motivate their team, handle and delegate responsibilities, listen to feedback, and have the flexibility to solve problems in an ever-changing workplace.

LEADERSHIP attributes are the inner or personal qualities that constitute effective leadership. These attributes include a large array of Are-Know-Do characteristics such as vision, values, character, motives, habits, traits, competencies, style, behaviors, and SKILLS.

Leadership Attributes



Role Model

- Live values; lead by example
- Demonstrate integrity; support people
- Be charismatic & energized; keep learning

Inspirer

- Create an inspiring vision; set directions
- Direct emotions; energize people
- Encourage risk-taking & experimentation

Enabler

- Help people grow; empower others
- Build teams & collaborative relationships
- Leverage diversity; build synergies

Achiever

- Focus on results; be persistent
- Discover and pursue opportunities
- Lead change; learn from feedback

Effective negotiation requires strong leadership skills. Some key leadership skills that are particularly important in negotiation situations include:

Leadership skills in negotiation situations

Communication

Strong communication skills are essential in negotiation, as they allow a leader to clearly convey their message and listen to the other party's perspective. Effective communication involves active listening, asking clarifying questions, and using language that is clear and concise.

Creativity

Negotiation often requires creative problem-solving, as parties may have different goals and priorities. A leader who is able to think outside of the box and generate novel solutions can often find a mutually beneficial outcome for both parties.

Leadership skills in negotiation situations

Emotional Intelligence

Is the ability to understand and manage one's own emotions, as well as read and respond to the emotions of others. In negotiation, emotional intelligence can help a leader navigate complex interpersonal dynamics, build rapport with the other party, and defuse tense situations.

Strategic Thinking

A leader who is able to think strategically can anticipate the other party's moves, identify potential roadblocks, and develop a long-term plan for achieving their goals. This involves considering the broader context of the negotiation, such as market conditions, political factors, and cultural differences.

Leadership skills in negotiation situations

Confidence

A leader who exudes confidence can inspire trust and respect from the other party, which can be essential in negotiation. Confidence allows a leader to assert their position without being aggressive or confrontational, and can help to build a sense of momentum in the negotiation.

leadership skills are critical in negotiation situations, as they can help a leader to build trust, navigate complex interpersonal dynamics, and achieve their goals while preserving the relationship with the other party.

How You Can Build Leadership Skills

Take initiative

- Look beyond the tasks in your job description. Think long-term about what would be beneficial for your department and the company. Try to brainstorm ideas and commit to doing work that goes beyond the daily routine.

Request more responsibility

- you can share with your manager that you're eager to grow your leadership abilities

Target specific skills

- If you have a specific skill that you want to develop, create a plan to improve your abilities in this area. This could mean [taking a class](#), [finding a mentor](#) to help, reading books, or setting a small goal that forces you to develop this skill.

Challenges for the Future Leader of 2030



Amazon's Negotiation with Publishers



Amazon, the world's largest online retailer, has been involved in a number of high-profile negotiations with publishers over the years. These negotiations have centered around a range of issues, including pricing, distribution, and control over content. Amazon's leadership team, led by CEO Jeff Bezos, has been praised for its negotiation skills in these situations.

One notable negotiation occurred in 2014, when Amazon was in a dispute with Hachette, one of the world's largest publishers. Amazon was seeking lower prices for e-books, while Hachette was concerned about maintaining its profits and control over its content.

Amazon's negotiation team employed a number of key strategies to achieve a favorable outcome, including:

- 1. Building leverage:** Amazon built leverage by using its dominant market position to put pressure on Hachette. Amazon stopped taking pre-orders for Hachette's books, reduced discounts, and delayed shipments, which hurt Hachette's sales and put the company under financial pressure.
- 2. Communicating clearly:** Amazon's leadership team communicated their position clearly and publicly, using social media and other channels to explain their perspective to customers, authors, and the media. This helped to build support for Amazon's position and put pressure on Hachette to come to the negotiating table.

Amazon's negotiation team employed a number of key strategies to achieve a favorable outcome, including:

- 3. Being creative:** Amazon's negotiation team was creative in finding solutions that would benefit both parties. They proposed a revenue-sharing model that would allow Hachette to maintain its profits while also reducing prices for customers. This proposal eventually formed the basis of a new agreement between Amazon and Hachette.
- 4. Being willing to walk away:** Amazon's leadership team was willing to walk away from the negotiation if they couldn't achieve their desired outcome. This demonstrated to Hachette that Amazon was serious about its position and willing to take action to achieve its goals.

Amazon's negotiation team employed a number of key strategies to achieve a favorable outcome, including:

Ultimately, Amazon's negotiation with Hachette was successful, and the two companies reached a new agreement that satisfied both parties. Amazon's leadership in negotiation has helped the company to achieve its goals while maintaining positive relationships with its partners and customers.



Leadership

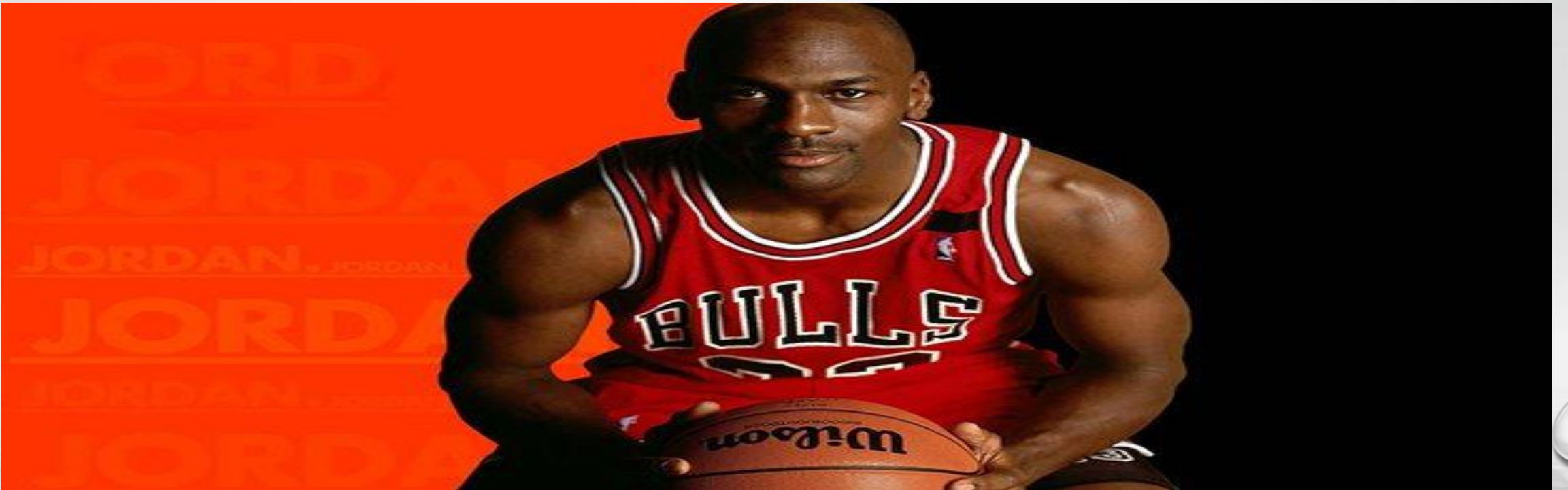


Teamwork



Talent wins games, but teamwork and intelligence
win championships.

الموهبة قد تكسبك مباراة لكن العمل الجماعي قد يكسبك البطولة



Michael Jordan

TOGETHER
EVERYONE
ACHIEVES
MORE

Total
Effort from
All
Members

The “Why” and “How” of Working in Teams

What is a team?

A team is a group of people with a commitment to one another, to the team, to a high level of achievement, to a common goal, and to a common vision.

Why Use Teams?

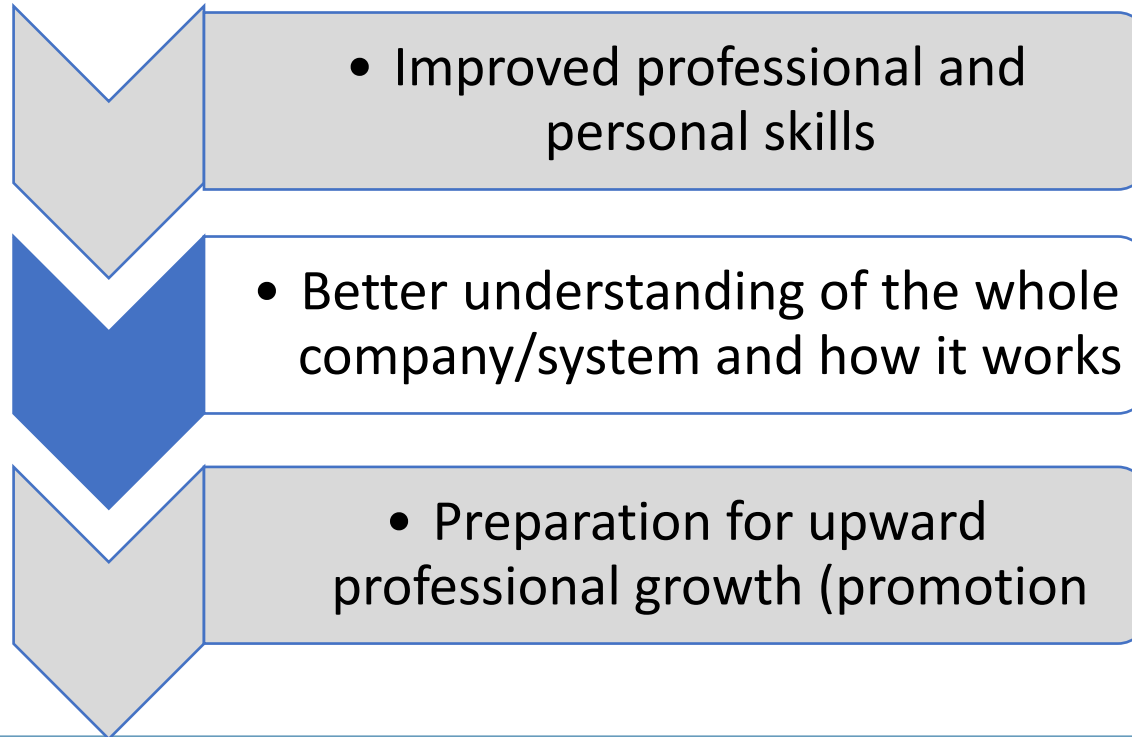
Benefits to the business, organization or system



- Enhanced creative thinking needed for innovation
- Promote employee involvement and buy-in (commitment) to the company's success
- A team generates results that are greater than those that could be produced by its individual members

Why Use Teams?

Benefits to the team member



The advantages of teams

- A team broadens what individuals can do.
- Several heads mean a wider range of ideas.
- Teams have a great array of talents and skills.
- Team members learn new skills from their colleagues.
- Teamwork is more efficient than a number of individuals working singly.
- Teamwork provides relief when someone's having a problem.
- Team workers are more effective.
- A team member has more ownership of what she's doing.
- Good teams can build leaders.
- A shared vision keeps everyone moving forward.

The disadvantages of teams

- Team decision-making takes longer
- Team effort can be wasted effort.
- The team's success may hang on the work of the least effective team member.
- A team might gain momentum in the wrong direction.
- The work of team can bog down in interpersonal issues, resentments, and blame
- Team members may be reluctant to tell other about their unsatisfactory work.
- Lost motivation for lack of individual recognition

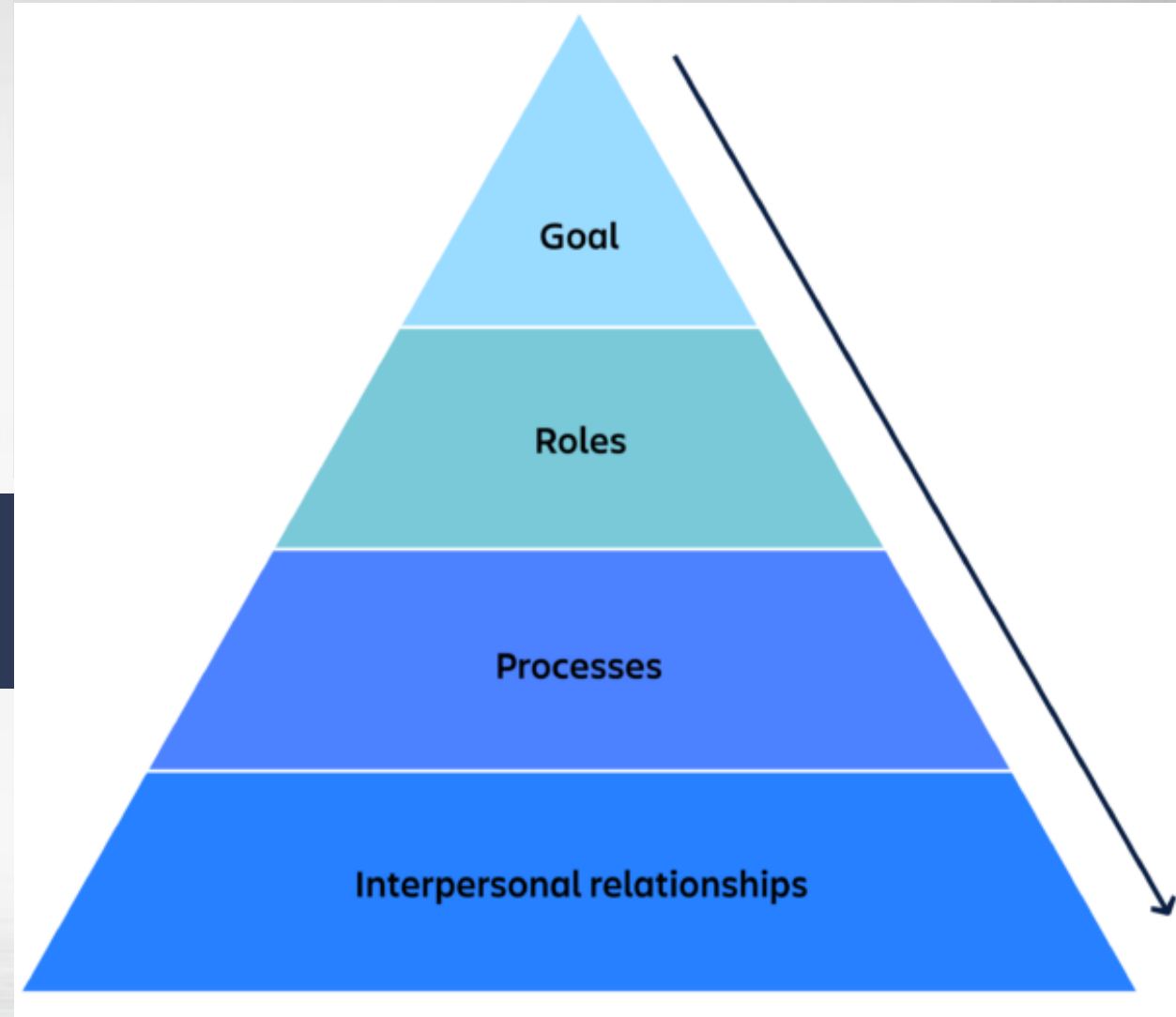
When should you build teams?

Goals: teams need a solid and shared understanding of what they're working toward together.

Roles: teams need to know who's doing what, without ambiguity or a lot of overlap between responsibilities.

Processes: teams need to understand how decisions are made and how work gets accomplished.

Interpersonal relationships: teams need to understand and respect each other's communication styles and work approaches



What makes a good and Effective Teamwork

Effectiveness is influenced by behaviors indicating positive attitudes toward the team and its work, such as:

Acknowledging a shared goal

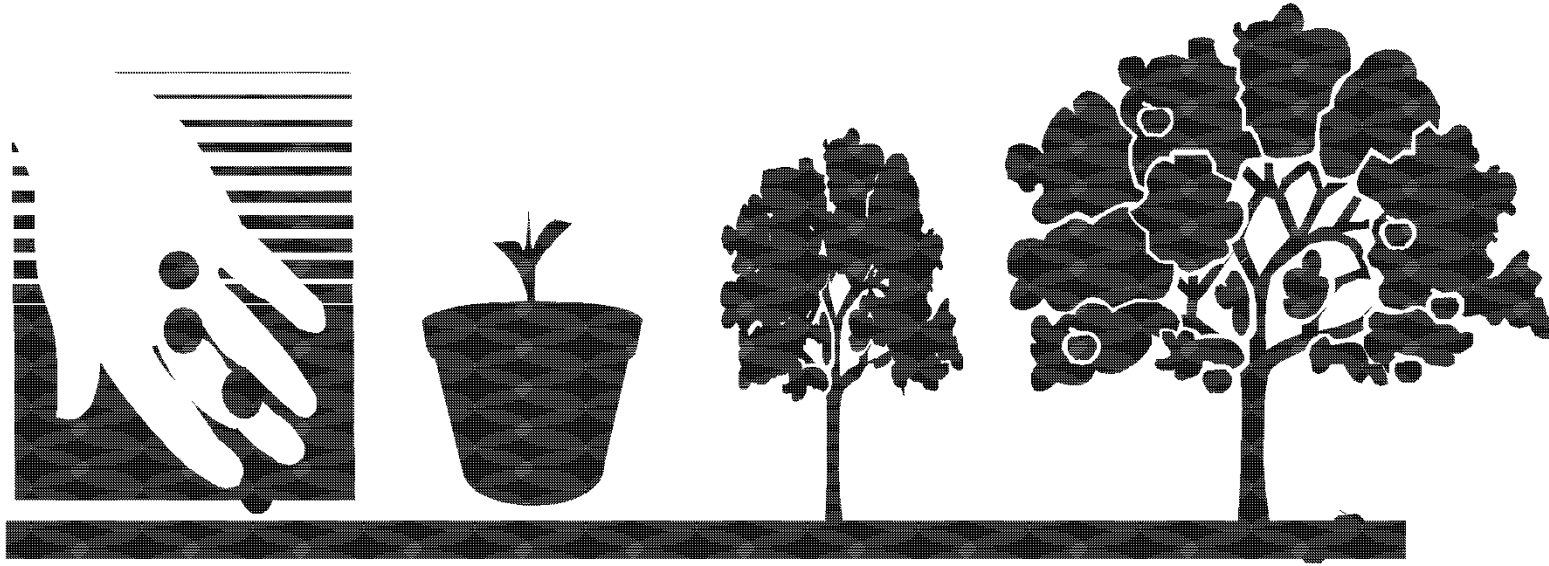
Taking turns speaking and listening

Accepting feedback on ideas

Following the agreed-upon process

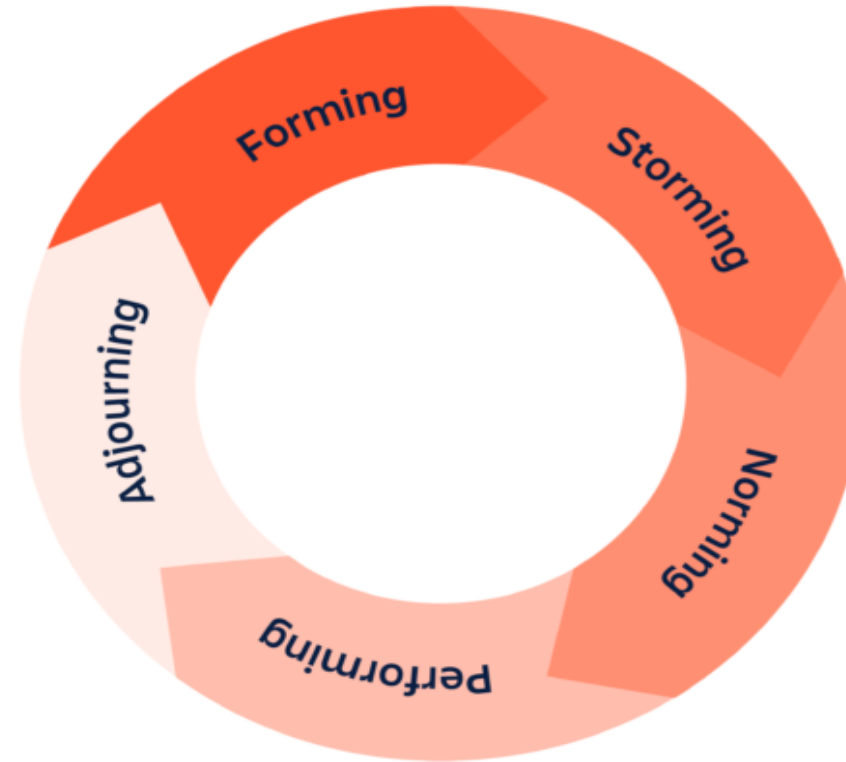
Reflecting on accomplishments

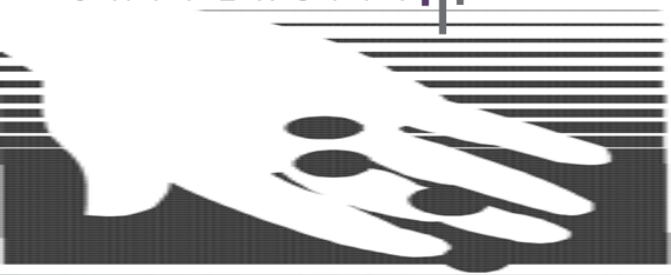
Stages of Team Development and building



Stages of Team Development

1. **Forming**
2. **Storming**
3. **Norming**
4. **Performing**
5. **Transforming/
Adjourning**





FORMING



- Team members meet and introduce themselves.
- A facilitator or leader is assigned or selected.
- The team may set ground rules for the process
- Discussions about the project scope, goals, and timeframe begin.

The Forming stage includes polite but not deep conversation.



Storming



- Members may compete for leadership of the group.
- Conflicting ideas are expressed.
- Some members speak little; others dominate the discussion.
- Members argue about how to accomplish project goals and how to measure success.

The Storming stage is uncomfortable, but entirely normal.



Performing



- Members understand their roles and trust one another to complete tasks.
- Obstacles are easily overcome.
- Productivity is high; each member contributes his/her skills and knowledge.

In the Performing stage, decision-making becomes easier because the group is truly functioning as a team.



Norming



- Members reconcile differences.
- Members now feel part of a productive group.
- The team reaches agreement on goals and how to achieve them.
- Information is freely shared.

During the Norming stage, teams begin to make significant progress.

TRANSFORMING/ADJOURNING



After goals are met, results evaluated and accomplishments acknowledged:

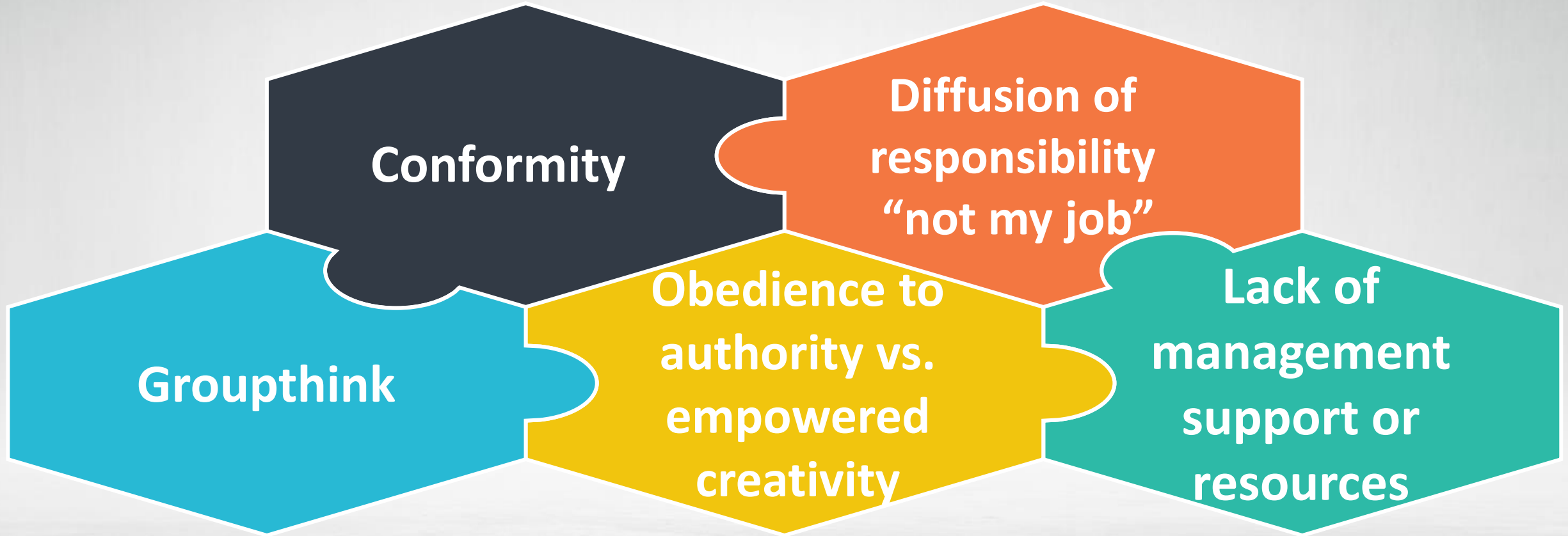
The team may be dismissed

The team may be assigned a new project, or

Some members may leave the team and new members join for a new project.



Barriers to Team Performance



Teamwork skills in for negotiation situations

Communication

Team members must be able to communicate clearly and effectively with each other. This includes active listening, asking clarifying questions, and using language that is clear and concise.

Collaboration

Involves working together towards a common goal and being willing to compromise in order to achieve a mutually beneficial outcome. Team members must be able to work together, share ideas, and build on each other's strengths in order to achieve success

Conflict resolution

Conflict is an inevitable part of negotiation, and team members must be able to resolve conflicts in a constructive manner. This involves being willing to listen to different perspectives, finding common ground, and developing creative solutions that meet everyone's needs.

Problem-solving

Negotiation often requires creative problem-solving, as parties may have different goals and priorities. Team members must be able to think outside of the box and generate novel solutions that benefit all parties.

Emotional intelligence

Emotional intelligence is the ability to understand and manage one's own emotions, as well as read and respond to the emotions of others. In negotiation, emotional intelligence can help a team navigate complex interpersonal dynamics, build rapport with the other party, and defuse tense situations.

Steve Jobs

Born: February 24, 1955

Died: October 5, 2011

Co-Founder of Apple

- His inventions transformed tech and communication
- Was CEO of Apple when the iPhone was first introduced
- Also known for investing in Pixar when they were a struggling business



Steve Jobs' case study

“Technology alone is not enough.”

Steve Jobs, the co-founder and former CEO of Apple, was known for his strong leadership skills, including his ability to build and lead effective teams. While Jobs was often the public face of Apple, he relied on the work of a talented team of designers, engineers, and marketers to create some of the company's most successful products.

- 1. Clear Communication:** Jobs was known for his ability to communicate his vision and ideas clearly to his team. He was an excellent storyteller and was able to paint a picture of what he wanted to achieve, which helped his team to understand the direction he wanted to take.
- 2. Attention to Detail:** Jobs was known for his obsessive attention to detail. He expected his team members to share his attention to detail and work tirelessly to create products that were not only functional but also aesthetically pleasing.
- 3. Collaboration:** Despite his tendency to be a micromanager, Jobs recognized the importance of collaboration and teamwork. He was willing to work closely with his team members and was open to their ideas and feedback.
- 4. Passion:** Jobs was passionate about his work, and his enthusiasm was infectious. He was able to inspire his team members to share his passion and work tirelessly to achieve their goals.
- 5. Innovation:** Jobs was always looking for new and innovative ways to approach problems. He encouraged his team members to think outside the box, take risks, and create products that were truly groundbreaking.

Jobs' ability to build and lead effective teams was a key factor in Apple's success. He recognized the importance of clear communication, attention to detail, collaboration, passion, and innovation, and was able to inspire his team members to work together towards a common goal.

In 2000, he relocated the company to an abandoned Del Monte canning factory. The original plan called for three buildings, with separate offices for computer scientists, animators, and the Pixar executives. Instead of three buildings, there was going to be a single vast space, with an atrium at its center. But for Jobs, it was not just about creating a space: he needed to make people go there. The primary challenge for Pixar, as he saw it, was getting its different cultures to work together and collaborate. Jobs saw separated offices as a design problem. Steve realized that when people run into each other when they make eye contact, things happen.”

Some lessons about Great Groups:



Greatness starts with superb people.



Great Groups and great leaders create each other.



Every Great Group has a strong leader



Leaders of Great Groups love talent and know where to find it.



Great Groups are full of talented people who can work together.



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Thank You

