

Effective Cooperation in Organizations

有效组织合作

Program Overview

课程概览

To stay competitive in a highly dynamic business environment, organizations today are shifting towards a flexible structure of organizing. *The traditional command and control is giving way to an open, flexible, and collaborative culture.*

为了在充满活力的商业环境里保持竞争优势，现在的组织已向弹性组织架构转变。传统体制中的命令和控制正慢慢让步于开放的、弹性的、合作型文化

According to IBM 2012 Global CEO study, CEOs recognize the trend towards greater cooperation and they are developing *collaborative* environments where employees are encouraged to **speak up, exercise personal initiative, connect with fellow collaborators, and innovate**. Noticeably, CEOs regard interpersonal skills of *cooperation* (75 percent), *communication* (67 percent), *creativity* (61 percent) and *flexibility* (61 percent) as key drivers of employee success to operate in a more complex, interconnected environment.

2012IBM全球CEO研究显示，CEO们都看到了加强组织里合作的趋势，都在着力创造合作性的环境，这样的环境能鼓励员工发表自己的看法、发挥个人主动性、与合作的同事紧密链接和创新。另一个值得注意的是，CEO们把员工在合作中的人际交往能力

(75%)、沟通能力(67%)、创新能力(61%)、调节能力看成他们在一个更复杂、更紧密相连的环境中能否成功的决定因素。

Based on findings from psychological studies, this program presents a unique approach to improve organizational cooperation. It aims to facilitate effective cooperation in organization at all levels: organizational, interdepartmental, and interpersonal level. For that purpose, we examine three clusters of conditions that can make a difference in cooperation: structural conditions, functional conditions, and mindset conditions. Cooperative skills development is also an integral part of the learning.

基于大量心理学的研究成果，本课程从独特视角来帮助组织和个人来提升组织的合作的有效性。本课程的目的是促进组织里各个层面的有效合作：组织层面的、部门之间、以及员工人际之间的合作。为此，我们将从三个层面来探寻影响合作的九大条件：组织架构层面的条件、运作过程中的条件、以及思维模式方面的条件。个人合作策略和技巧的培养也是本课程的有机组成部分。

Focus of the program may vary with regard to organizational situations and individual developmental needs.

课程的重点将根据组织的具体情况及个人发展需要进行调整。









Purpose: 课程目的

This program is designed for the purpose of enhancing cooperation in interdepartmental and interpersonal settings. As a result, participants understand what to influence, who to influence, how to influence, and are empowered with influencing skills in cooperation. They

will learn to act proactively in cooperation and create conditions for others to make a choice for cooperative behaviour.

本项目旨在加强跨部门和员工之间的合作。学员通过学习将了解如果在合作的过程中发挥主动影响过程和结果，并成功地赢得他人/部门的合作。他们了解在合作中影响什么、影响谁、如何去影响，并且掌握合作中的影响技巧。

Outcomes: 课程收益

-  Obtaining a systematic overview of the nine conditions that influences behavioral choices in cooperation
系统了解影响合作中行为取向的九个条件
-  Discovering the needs of others based on understanding the two basic human motives and four behavior choices in cooperation
了解两个人类基本行为动机和合作中四种行为取向；发现他人的需求
-  Identifying common “myths” about and pitfalls in cooperation;
避免陷入常见的合作中的误区；
-  Recognizing and working with personal blockades in thinking and behavior patterns
识别个人思维和行为模式中的障碍；突破自我
-  Grasp effective ways to create transparency in cooperation to build and maintain trust
掌握合作中提升透明度的方法，以促进彼此间的信任
-  Learn to slow down to speech up
学会在合作的前期放慢脚步，以提升后期合作过程中的效率
-  Utilizing specific tactics to create conditions for others to make a cooperative choice
有效利用各种策略和技巧来赢得他人的合作
-  Acquiring cooperative skills, including taking initiatives, setting boundaries, bridging differences, discovering hidden assumptions, inviting and giving feedback, and seeking win-win solution in conflicts.
学会运用在合作中影响他人沟通技巧，包括采取主动、设定界线、跨越差异、发现隐藏的假想、反馈、及在矛盾中寻求双赢的技巧。

Duration: 2 days 课程所需时间： 2天

Pre-work Requirement: fill out a quick scan questionnaire and calculate the results

课前准备：填好一个快速调查问卷并计算出结果

Program Outline: 课程大纲

Day One: 第一天

<p>Module 1 Cooperation overview: influencing conditions (9:00-11:00am) 模块一 合作总览 影响条件</p>	<p>A. Meeting, Greeting, and Psychological Contracting Who are we? Why are we here? What do you expect? How shall we work together? 开场介绍</p> <p>B. Ice breaking exercise: group competition Why cooperation? 破冰活动：团队竞争 分享：为什么要合作？</p> <p>C. Sharing of personal challenges in cooperation 分享在合作中自己遇到的挑战</p> <p>D. Presenting a unique model—Cooperation: nine influencing conditions 合作的理论模型—影响合作的九个条件 Structural conditions (outcome, behavioral choices): agreement on goals and contributions 结构性条件：就共同目标和各自贡献达成一致 Functional conditions (distance, complexity, and communication): agreement on the way we work together 运作性条件：就我们如何共同合作达成一致 Mindset conditions (Assumption about self and about others): preventing the rise of blockades 思维定势条件：避免思维障碍 Acquiring personal tools to influence: tactics and collaborative skills 获取影响他人的工具：策略和合作技巧</p> <p>E. Sharing quick scan results and setting up personal learning goals 分享快速调查问卷的结果，设立个人学习目标</p>
<p>Module 2 Discovering the needs and motives (11:15-12:30) 发觉他人动机和需求</p>	<p>A. Working with the two basic human motives Two basic motives in cooperation What do people need to cooperate? 了解人的两个基本动机 两个基本动机在合作中的影响</p> <p>B. Discovering the needs of others Taking initiatives/making an offer Questioning to make the goals transparent 主动沟通，发现他人的需求 通过提问来使目标变得透明</p>
<p>Module 3 Building a behavioral repertoire (13:30-15:30) 拓展个人行为取向</p>	<p>A. Cooperation is a choice Four behavior choices (competitive v.s. collaborative; egoistic v.s. altruistic 合作是一种选择 四种行为选择（竞争与合作；利己与利他）</p> <p>B. Discovering personal behavioral patterns Game: Winning (part 1) 发现个人的行为习惯（游戏：获胜--第一部分）</p> <p>C. Building a behavioral repertoire Setting boundaries 建立自己的行为库 沟通技巧：设定边界</p>

<p>Module 4 Influencing tactics in cooperation (15:45-17:00) 合作中的策略选择</p>	<p>A. Variation of tactics in different situations Game: Winning (part II) 不同情境下策略的变换 游戏：获胜（第二部分）</p> <p>B. Sharing/challenging of winning tactics 分享/挑战获胜策略</p> <p>C. Personal reflections 个人反思</p> <p>D. How to influence in undesired situations 怎么影响他人的合作行为取向</p>
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Day Two

<p>Module 1 Discovering pitfalls and blocking assumptions (9:00-10:30am) 发现合作中的误区</p>	<p>A. Common pitfalls in cooperation 合作中的沟通陷阱 B. Misunderstanding is normal: Misreading others' intentions 误会他人意愿 C. RET-ABC theory: turn irrational thoughts into positive self construction RET-ABC理论: 突破自我思维定势</p>
<p>Module 2 Nine conditions at work (10:45-12:30) 在团队互动中体验九个条件</p>	<p>A. The Hollow Square exercise 拼图游戏: 团队之间的合作 B. Differentiating facts, assumptions, and the unknown 区分事实、假想和未知信息 C. Effective communication 有效沟通</p>
<p>Module 3 Creating transparency in cooperation (13:30pm-15:00) 提升合作中的透明度</p>	<p>A. Transparency is conducive to trust building 沟通中透明度有利于建立和维系信任 B. Simplicity leads to cooperative choices 简单透明的情境降低选择合作的风险 C. Creating transparency in cooperation 创造透明的合作环境 agreements on how we work together 就我们如何合作达成一致 transparency in interpersonal communication 人际沟通中的透明性 expressing SMART goals 表达SMART目标 making requests 提出请求/要求 inviting and giving feedback 要求和给予反馈 bringing hidden assumptions to the table 公开讨论潜在的假想</p>
<p>Module 4 Cooperative skills: seeking win-win in conflicts (15:15-17:00) 合作技巧: 寻求双赢</p>	<p>A. Communicate to get a win-win solution 通过沟通以获得双赢的解决方案 Relationship oriented communication 以人际关系为导向的沟通 Bridging differences 处理差异 Talking in the "we" zone to find out common ground 从“我们”的角度沟通以找到共同出发点 C. Closing & Action planning 结束和制定行动计划</p>

The Inspire Group

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3Cs: Connect, Cooperate, Comic

in cooperation with
TonVoogtConsultancy

