July 2021

**Collaboration vs. Competition Session**

Hi,

Before we dive in, a quick intro:

I’m Ayelet, VP of People in Taranis, a successful, global Agtech company. Taranis is led by a vision to bring precision and control to the agriculture industry across the world, helping growers to maximize and stabilize yield from their crops.

The session below was conducted as part of our kickoff in the US site (20+ employees) in March 2020, right before Covid hit.

We were about to start the season and it felt like the teams were working individually, competing with each other instead of collaborating and working towards the same goals, which obviously didn't help the business results.

Interfaces and communication require constant work and can always be improved, thus this session was created.

The original exercise is called “The win-win game” and it is based on The prisoner’s dilemma; bottom line - collaboration rather than competition - will get everyone to gain more.

Following a pilot session, I have created a theme in order to build a certain narrative and deepen the content. The dilemmas were taken from our real-company-life and reflect issues we were struggling with at the time.

The conclusions the teams reached at the end of the session were about the cooperation between them, why it is important to focus on the company's success rather than a team’s success, how much effective communication can promote everyone’s goals and how critical is the *trust* between them in establishing this communication.

The discussion was fascinating, and the session was a success :)

I’ll be happy to answer any question you may have.

Good luck,

Ayelet

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**Collaboration vs. Competition Session**

**Goals:**

* Help teams of the same company understand the importance of collaboration and communication in increasing the company’s success
* Keep the greater good (=company’s goals) in mind over one team’s success
* Highlight the importance of trust

**Guidelines:**

Duration: 1.5 hour in total, 30 minute of activity, 60 minutes of discussion.

Participants: up to 36 people, divided into 4 groups.

Method tips: I divided the site to its organic teams (Sales / CS / Ops / Product), each team got a copy of the instruction including the *scoring method*.
The whiteboard had the *scoresheet* on it.
Dilemmas were presented on slides, 2 minutes to decide for each dilemma.
Delegation took place in dilemmas 3 & 6 and other than that teams were instructed not to coordinate strategies.

The game might seem a bit complicated to understand at a first glance, but I can promise you the debrief is worth it!

**The game:**

**Tatanis company**

Tatanis is a leading company in the Dreamtech industry.

It has 4 departments:

1. Lucid Dreams
2. Daydreaming
3. Make Dreams Come True (MDCT)
4. Nightmares

**Your goal is to make as much $ as possible** and this is how:

Every day Tatanis departments face different dilemmas that need to be resolved in one of two answers: Night or Day.

Unless told otherwise - departments can not speak to each other or share their considerations before deciding.

**This is the scoring method:**

**4 Day Lose $100 each**

**3 Day Win $100 each**

**2 Day Win $200 each**

**1 Day Win $300 each**

**4 Night Win $100 each**

**3 Night Lose $100 each**

**2 Night Lose $200 each**

**1 Night Lose $300 each**

\*in Dreamtech industry $ are being translated to the most requested commodity - hours of sleep which, obviously, have the greatest value to all.

**Dilemmas:**

1. A new member is joining Tatanis. Her experience brings huge value and she is well-known in the Dreamtech industry. She was initially hired for the MDCT team but her skills could fit perfectly to the Nightmares line of business, who’s a bit behind on their quarterly quota.
**Vote: To keep her in MDCT dep, vote Day. To move her to Nightmares dep, vote Night.**
2. Tatanis has taken a new global project: making naps mandatory across the US!
This project requires two departments to assign their strongest team member solely to the “Nap Project” for 3 months. Will your department participate in the Nap project?
**Vote: No = Day, Yes = Night**
3. CEO has declared a voluntary contest between departments, the winner will get to determine the nature of the dreams in “Nap Project” and increase their department’s profits. To win, your department will need to stay awake for a week and risk losing precious time in executing your current projects. In addition, one of your department members protests the contest saying it’s not cool to maneuver ppl’s dreams. .
**Vote: to dismiss the challenge, vote Day. To take the challenge, vote Night.**
4. Tatanis has signed a new deal with the largest bed-designing company in the US. The timeline is strict and requires all departments to work around the clock and gradually - only once one department ends its role, the next department can begin. Due to the increased efforts that need to be put in, Tatanis management has offered a company bonus: - For meeting deadlines with the bed-designing company - the whole company will have a festive dreamy dinner in the office.
- For shortening deadlines and delivering before the promised time- the whole company will have the dreamy dinner on “Cloud #9”, a 5 Michelin stars, super-fancy restaurant.
Your department’s turn is the last one and will determine the delivery time. It also falls on the 4th of July weekend.
**Vote: Not working on the 4th of July weekend and get the dreamy dinner at the office = Day, Cloud #9 dinner = Night**
5. Summer is just around the corner and it is a known fact that during the summer, people tend to daydream more than usual. However, daydreaming eliminates the possibility to have lucid dreams. Every summer the heads of Lucid Dreams and Daydreaming start a routine of disputes which in turn causes miscommunications between them and their teams. Lucid team has decided to prevent daydreaming at any cost by focusing on colder territories. Daydreaming decided the opposite.
As a Tatanis employee - how do you feel about this behavior?
**Day = the teams should not be working together, it damages the company. It is best that each team will focus on different territories.
Night = the heads of the teams are grownups if they work at the same place they should get along and be able to work together.**
6. Tatanis’ CEO loves Alicia Keys and trusts her when she says “concrete jungle where dreams are made of”. Yesterday she announced to Tatanis ppl that a new HQ is being established in New York, and everyone is expected to relocate there within a week.
You have been part of the Dreamtech industry for a long time and you know that the city of dreams is the best place for Tatanis to be. That said, you love your current place of living and you’re afraid of heights. What will you do?
**Day = offer your manager to continue working remotely as you have done so far, it’s been working great and nobody likes changes.
Night = Move to New York daaaaa!**

\*for the sake of the game - you do not have any personal obligations or constraints that oppose/could prevent your leaving.

1. Making Dreams Come True for ppl involves complex operations and requires a lot of traveling. As you can imagine, Christmas is the busiest time of year for the MDCT department. Coming December, the head of MDCT has had enough work meetings as she claims they never start on time and are not effective. She offered Tatanis management to cancel all meetings in Tatanis. How would you vote?

**Day = cancel all meeting, it’s a waste of time**

**Night = conduct more effective meetings, no meetings at all will damage Tatanis’ communication**

**Scoresheet**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Lucid Dreams | Daydreaming | MDCT | Nightmares | Total |
|  | Result | Score | Result | Score | Result | Score | Result | Score |  |
| Round 1 |  |  |  |  |  |  |  |  | 0 |
| Round 2 |  |  |  |  |  |  |  |  | 0 |
| Round 3 |  |  |  |  |  |  |  |  | 0 |
| Round 4 |  |  |  |  |  |  |  |  | 0 |
| Round 5 |  |  |  |  |  |  |  |  | 0 |
| Round 6 |  |  |  |  |  |  |  |  | 0 |
| Round 7 |  |  |  |  |  |  |  |  | 0 |
| Total |  | 0 |  | 0 |  | 0 |  | 0 |  |

\*sum of rows - company’s rev

\*sum of columns - department’s profit

**Debrief and Summarize**

After computing the totals, debrief the activity:

* When looking at the board, what can you see?
* What happened in rounds 3? Round 4? Round 7? (you want to review what happened after delegating and show then how communication helps them win)
* What were the instructions and how each team comprehend them?
* Is the department’s amounts and company’s net worth positive or negative?
* Who won? Who lost?
* What factors contributed to a sense of competition between the groups?
* What factors fostered cooperation between the groups?
* What factors mask the fact that the company’s overall goal is to make money?
* After understanding the message - what would have helped you win the game?