



Inward and Outward

**Intra and Interpersonal Skills for Success in
Agribusiness**

Participant Workbook



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Contents

Programme	4
Session 1: Welcome and Introductions	5
Session 2: Self Awareness	6
Session 3: Emotional Awareness	10
Session 4: Emotional Regulation	12
Session 5: Interpersonal Relatedness	16
Session 6: Listening and Empathy	21
Session 7: Interpersonal Influencing and Expression	25
Session 8: Collaboration and Negotiation	27
Session 9: Personal Initiative and Problem Solving	31
Session 10: Perseverance and Self-Control	36
Session 11: Workshop Closure	40
Notes	41

Programme

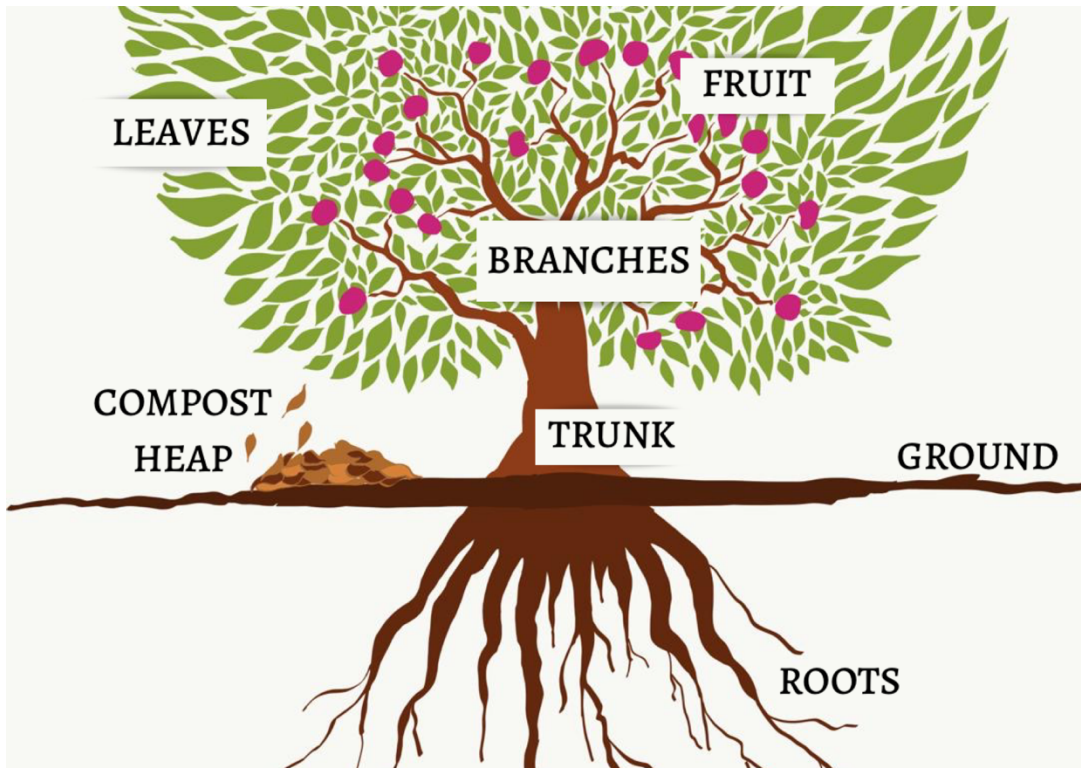
DAY 1	
Time	Session
08h30 – 10h30	Session 1: Welcome and Introductions
10h30 – 11h00	Break
11h00 – 13h00	Session 2: Self Awareness
13h00 – 14h00	Lunch
14h00 – 14h30	Session 2: Self Awareness
14h30 – 16h00	Session 3: Emotional Awareness
DAY 2	
Time	Session
08h30 – 10h30	Session 4: Emotional Regulation
10h30 – 11h00	Break
11h00 – 13h00	Session 5: Interpersonal Relatedness
13h00 – 14h00	Lunch
14h00 – 16h00	Session 6: Listening and Empathy
DAY 3	
Time	Session
08h30 – 10h30	Session 7: Interpersonal Influence and Expression
10h30 – 11h00	Break
11h00 – 13h00	Session 8: Collaboration and Negotiation
13h00 – 14h00	Lunch
14h00 – 14h30	Session 8: Collaboration and Negotiation
14h30 – 16h00	Session 9: Personal Initiative and Problem Solving
DAY 4	
Time	Session
08h30 – 10h00	Session 9: Personal Initiative and Problem Solving
10h00 – 10h30	Break
10h30 – 13h00	Session 10: Perseverance and Self Control
13h00 – 14h00	Lunch
14h00 – 16h00	Session 11: Workshop Closure



Session 1: Welcome and Introductions






Why are you here today?

What do you hope to gain from this workshop?

Session 2: Self Awareness



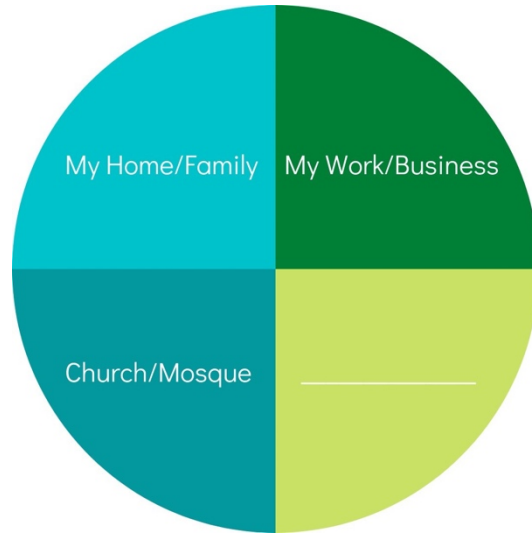
My Tree of Life	
<p>Roots</p> 	<p>The roots represent where you have come from, your family history, your ancestral home, the people who have been an important part of your life in the past</p>
<p>Ground</p> 	<p>The ground represents who you live with now, what you do every day, how you fill your time.</p>
<p>Trunk</p>	<p>The trunk is about your values (these guide the way we do things and are most important to us). We often learn</p>

	<p>these from our parents and other important people in our lives.</p>
<p>Branches</p> 	<p>The branches represent your hopes and dreams for the future.</p>
<p>Leaves</p> 	<p>Leaves are the many people who are important to you, whether still living or not.</p>
<p>Fruit</p> 	<p>The fruit on your tree represents your natural gifts. Think of your strengths, your talents and your skills.</p>
<p>Compost heap</p> 	<p>Just as trees lose their leaves, we lose people and other things. The compost heap is where we can discard the negative messages, relationships, people or experiences that we want to throw away. These bad things can go back into the soil and make our tree stronger.</p>

My Tree of Life

Storytelling Notes

Session 3: Emotional Awareness



Draw your own circle below:

For each quadrant, answer the following questions for yourself:

Where do these emotions come from?

How is this affecting my other quadrants?

What can I do to shift these emotions into a more positive direction?

Session 4: Emotional Regulation

My Jug

Draw your jug in the space below:

STOPP!

Stop! and pause for a moment

Take a deep breath – notice your breathing in and out.

Observe

- Your thoughts
- Your feelings
- What are you reacting to?
- Sensations in your body?

Pull back – put in some perspective

- What's the bigger picture?
- Is there another way of looking at the situation?
- How important is this?

Practice what works – proceed

- What do I do now?
- What does this mean for me and for others?
- Does this fit with my values?



My Negative Emotion Scenario

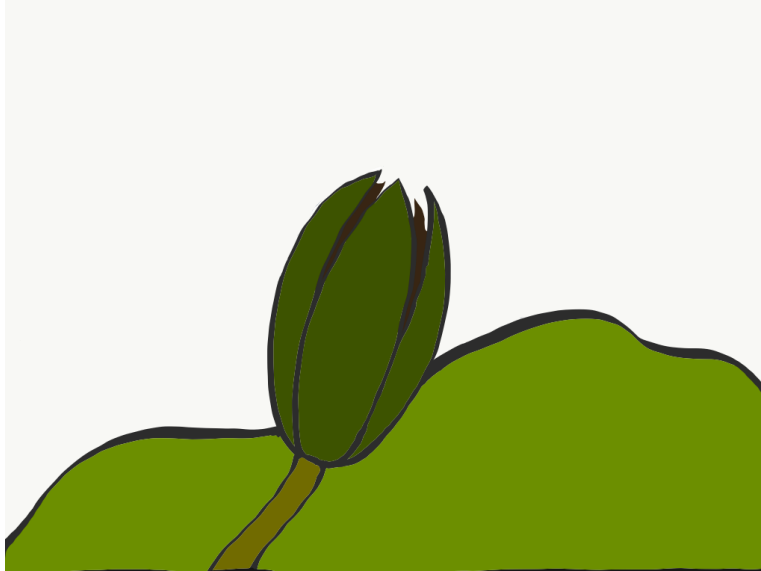
Write your negative emotion scenario below:

And then unpack it using these questions:

What steps can I take to contain or hold in these emotions in the moment?

What steps can I take to release or empty these emotions later?

Increasing Positive Emotions: Savouring, Positive Posture, Connecting with Others



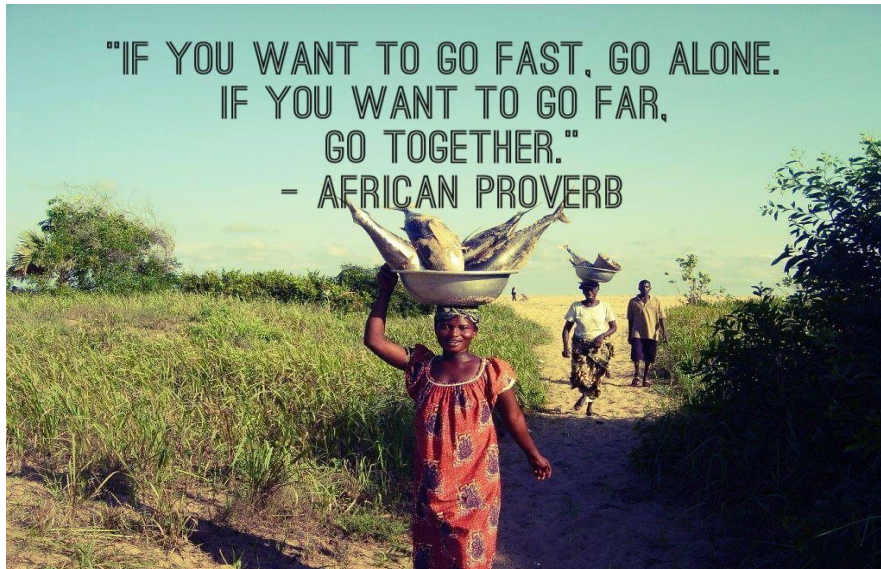
Session 5: Interpersonal Relatedness

Fill in the meanings of the ancient proverbs about relationships.

Proverb	Meaning
<p>If you want to go fast, go alone. If you want to go far, go together.</p> <p style="text-align: right;"><i>African</i></p>	
<p>No Man is an Island</p> <p style="text-align: right;"><i>English</i></p>	
<p>If you choose to make a friendship with a pig, be prepared to live in the mud.</p> <p style="text-align: right;"><i>African</i></p>	
<p>Whenever you give, be sure of getting over 10 times back.</p> <p style="text-align: right;"><i>Yoruba</i></p>	
<p>Always hold a true friend with both your hands.</p> <p style="text-align: right;"><i>Nigeria</i></p>	
<p>Sticks in a bundle are unbreakable.</p> <p style="text-align: right;"><i>African</i></p>	
<p>Choose your fellow travelers before you start your journey.</p> <p style="text-align: right;"><i>Nigeria</i></p>	
<p>In good times friends know you and in bad times you know them.</p> <p style="text-align: right;"><i>Nigeria</i></p>	

Building a Network

A business network is all the relationships that we have in our business that we benefit from.



List all the relationships you have in your agri-business:

Now identify some new people are that you would like to include in your network:

Look at the list and choose ONE person whose relationship you would most like to cultivate or develop now:

Which strategies we have talked about today could be used to network with that person:

Ingredients of Trust

Trust is a fundamental aspect of building good relationships. In order to be trustworthy, we need to be:

Able means you are good at your work, and you have the necessary skills and abilities needed, as well as a track record to support this.

Believable means that you need to show integrity and do the right thing in all aspects of your life.

Connected means you are kind and sincere and show concerns for all those you work with and do business with.

Dependable means you are consistent and reliable at all times.



The unfortunate thing is that if you are just bad at ONE of these, trust can be broken.

Where are you strong in these four aspects of trust?

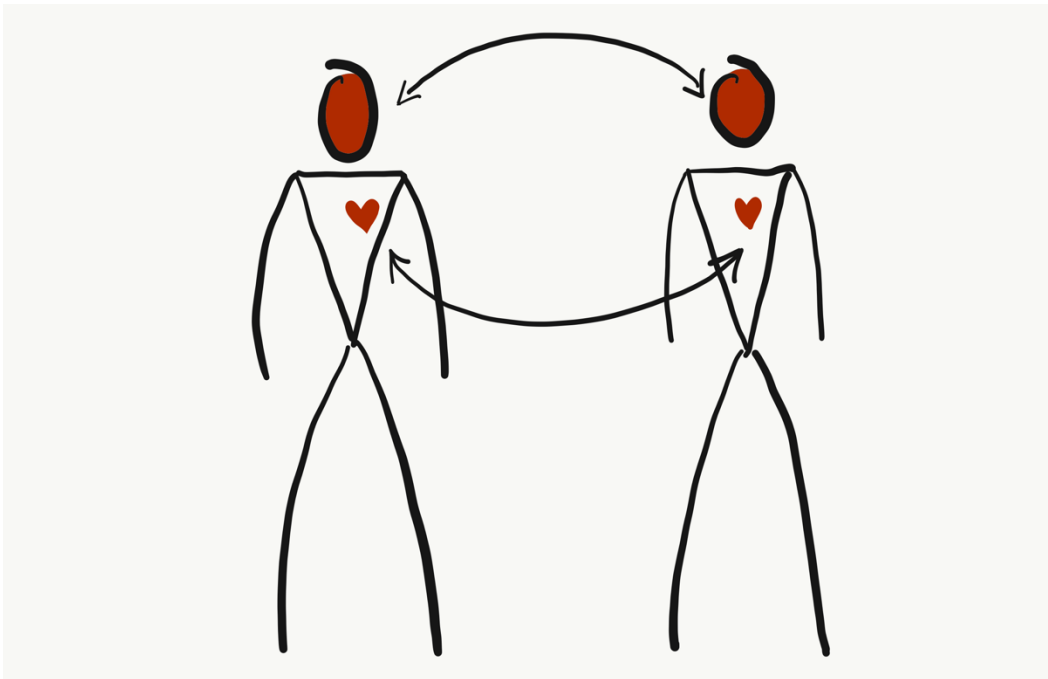
Where do you feel you can improve?

What are some suggestions for working with people who are hard to trust:

Session 6: Listening and Empathy

Listening

Active listening is a way of listening and responding to another person that improves mutual understanding. It is careful listening, which involves noticing non-verbal cues like body language and tone of voice as well as listening to the words that are spoken.



Good Questions

Asking good questions is an important part of listening. At the most basic level there are two kinds of questions:

Closed questions are for gathering facts and specific information and will give you one answer

Examples of closed questions:

- How old are you?
- Are you happy?
- What is the name of your village?

Open questions are for getting many answers and to get deeper personal information.

Examples of open questions:

- How are you feeling?
- How was the experience for you?
- What is life like in your village?

Good questions open up conversation:

- Tell me more?
- What else happened?
- What happened next?
- What would you like to do next?
- How can I help?
- What were you needing in that situation?
- How did you react?
- Why do you think they responded in that way?
- What action do you want to take now?
- How will you do this?
- What is the next step?



Empathy

Empathy is our ability to connect with others and stand in their shoes, in their world, for a moment. It is not always a very comfortable experience.

Empathy is about connecting to the emotion a person is feeling, rather than the experience (we may not have had the experience before, but often we have had the feeling before). This requires us to use our imagination to think about how we might feel in the situation, or how we felt in similar situations, and to listen carefully for feelings when they speak.

It is also about hearing someone's perspective, their point of view, their attitude towards something - what do they think about something?

Harper Lee who wrote a famous book called *To Kill a Mockingbird* said, "You never really understand a person until you consider things from his point of view... until you climb into his skin and walk around in it."

Empathy is not always easy to show to everyone. Usually when a friend loses a loved one, we can find it easy to have empathy for that. We can imagine how it would be to lose our mother, father, child etc. And we are able to use our experience to connect with the experience of others. Some people are harder to empathise with.

Who are some people you struggle to empathise with:

Ways we can show empathy:

- Be kind.
- Be curious.
- We don't need to fix anything or offer advice.
- Try to understand how the person is feeling.
- Try to understand their perspective or point of view.
- Let them know they are not alone in these feelings.
- Sympathy is feeling sorry for someone – that is often not helpful for them. Empathy enables us to feel WITH a person.
- Let the person know that you are grateful they shared with you.



Session 7: Interpersonal Influencing and Expression

"I" Statements

When you.....

I feel...

I understand that...

It would be helpful if...

“I” Statement Scenarios:

Scenario 1: A customer returns produce claiming it is not up to his standard, but you can see that there is nothing wrong with it. The customer demands a refund. Develop an “I” Statement to communicate effectively with him.

Scenario 2: Your supplier seems to be giving discounts to others but not to you. Develop an “I” Statement to tell her how this impacts you.

Scenario 3: In the last 3 months, your agribusiness has not been doing well but your partner is always wanting money from you, even though you do not have any. Develop an “I” Statement to tell him or her how this makes you feel.

Scenario 4: A fellow agribusiness owner is always asking to borrow money from you and never pays it back. Develop an “I” Statement to tell them how this makes you feel.

Scenario 5: Your family want you to use your agribusiness money to buy a car and are putting a lot of pressure on you to find a job. Develop an “I” Statement to tell them how this makes you feel.

Below, think of someone you might want to use “I” Statements with:

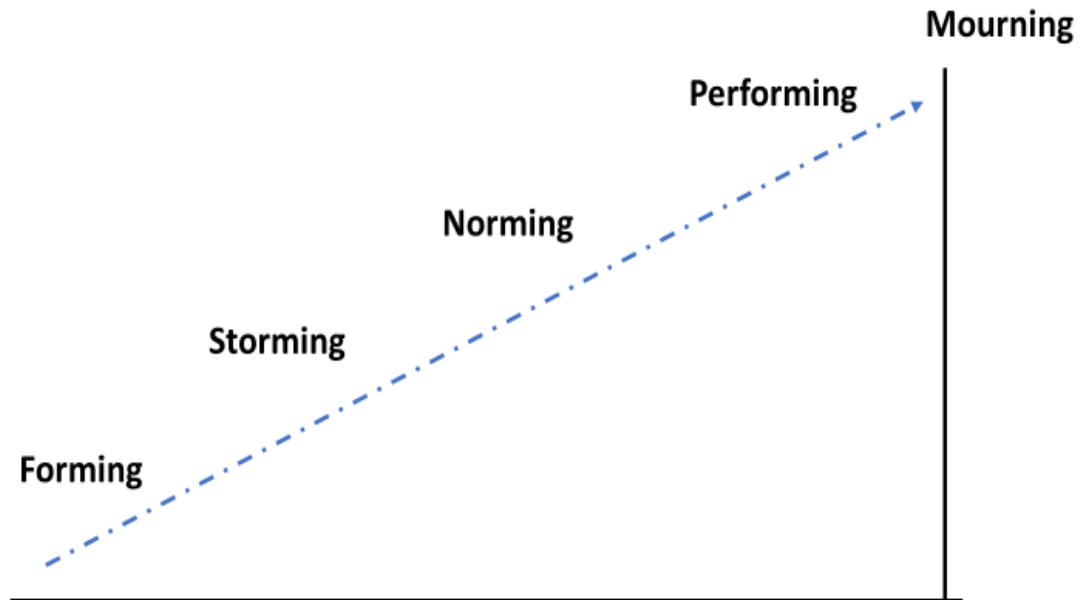
Session 8: Collaboration and Negotiation

Collaboration

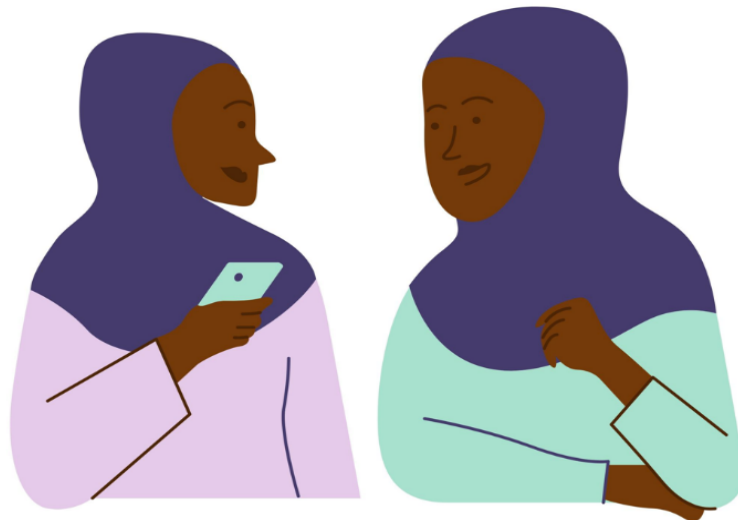
In the circles below write down who your close business team is and who all your other collaborators are in the outer circle.



How Groups Work



Stages of Group Development over time



All groups go through a series of different stages when they start.

FORMING

People come together often not knowing each other very well so they may feel a little bit anxious. This can show itself in some people by their being very quiet and watchful. Others are noisy and loud and appear to be confident, but sometimes they are covering up their feeling of anxiety. This is a process of introductions and thoughts and feelings are shared. Individuals start finding a role for themselves in the group.

STORMING

Individuals try to find a role in relation to other team members and the leader. This may involve some conflict. Some people may question the way things are done and the usefulness of the group. Groups may form within the bigger group. There may be a little bit of rebellion. People may feel frustrated, and angry at times. Conflict is completely normal in any group. The leader of the group holds the group tightly and supports the group resolve conflict.

NORMING

The group eventually settles down. Roles and responsibilities are clearer. The group starts operating well together. Members become more committed and identify strongly with the group. Members feel content.

PERFORMING

The group needs less leadership and knows what it has to do and when. People's strengths are used and there is generally more harmony. When conflict occurs, it is quickly resolved. It is very pleasing and exciting to be part of a group that is performing.

MOURNING

This group will eventually come to an end and it can be very sad for everyone, but also a sense of achievement. Sometimes people make an effort to continue to meet after the formal group ends.

Where is your business team on this group development model?

Negotiating

A negotiation with someone is a discussion that resolves an issue in a way that both parties find acceptable.

The steps towards a negotiation:

- Research
- Be prepared
- Know your fallback position
- Build your case
- Bargain
- Confirm the agreement
- Be ready to walk away if necessary

Possible Outcomes of a Negotiation:

Win-Win – where both parties benefit

Win-Lose – where one party benefits and the other does not

Lose-Lose – where neither party benefits

Assertive Behaviour

This means delivering a message by honestly expressing our thoughts and feelings, being direct and clear without putting down the rights of others, showing mutual respect.

Write down some examples of assertive behaviour:

Session 9: Personal Initiative and Problem Solving



Goal Setting for My Business

Draw a picture from your visualization of your future:

Develop your Golden Goal

In 5 – 7 words write up an exciting, compelling golden goal. Edit this until you are happy with it. You should be able to memorise this so that it continues to motivate you after the workshop:



GOAL

In the picture below,

- Write your golden goal into the sun.
- Write your next steps towards your golden goal onto the steppingstones.
- Identify what the crocodiles in the river are for your business.



Problem-solving

- **Brainstorm** solutions
- List **advantages and disadvantages** of the different solutions
- **Choose** the best solution for me and my situation
- Think of **action steps** towards solving my problem
- Identify any **gaps in knowledge or skill** that I need to solve this problem
- Do **research**
- **Reach out** to others
- Take advantage of **opportunities**
- Get creative and **think outside the box** like Stoffels

Below, clearly outline one of your crocodiles:

What are some solutions to overcoming this problem? Think of as many as you can and list them below:

What are the advantages and disadvantages of some of these solutions?

Based on the advantages and disadvantages, which is the best solution for you right now:

Write down the action steps you would need to take to solve this problem:

Identify any gaps in knowledge or in skill that you might need in order to solve this problem:

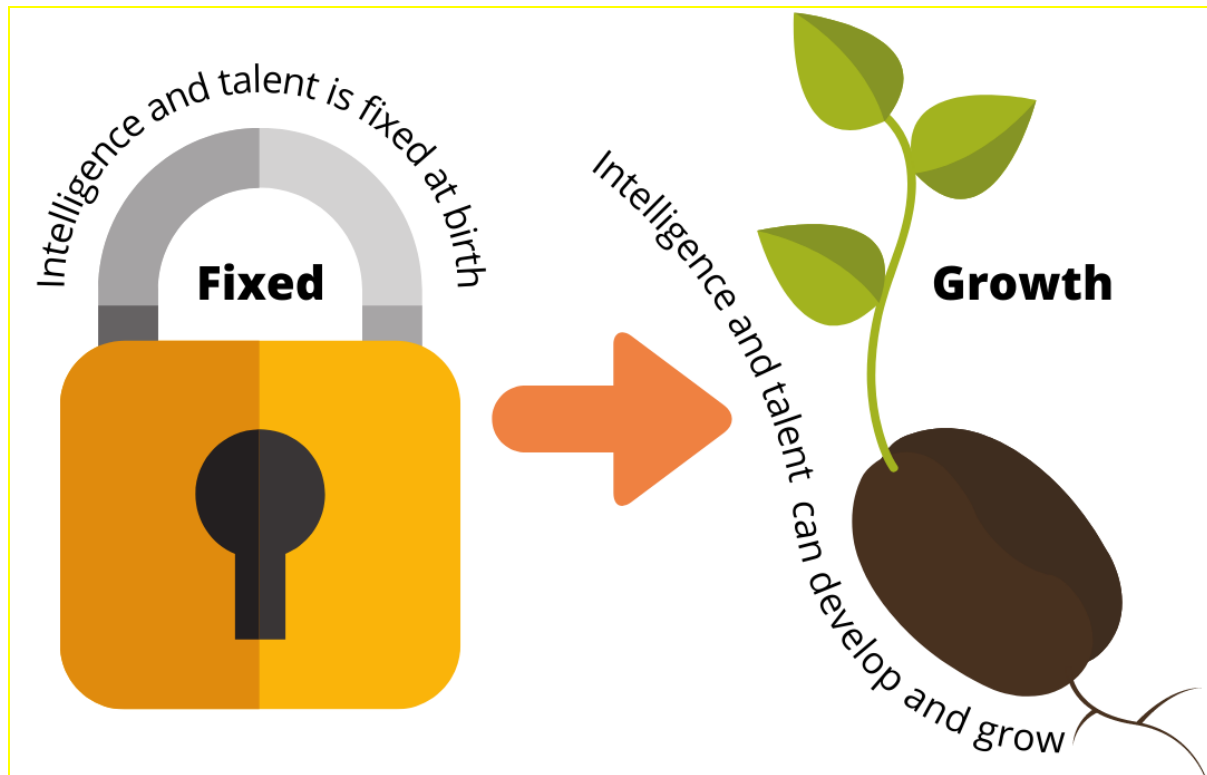
What research do you need to do to prepare for this solution?

Is there anyone you can reach out to for support or advice? List them below.

Are there any unexpected opportunities you can take advantage of?

Session 10: Perseverance and Self-Control

Fixed and Growth Mindsets



What is a subject at school that you struggled with?

Why do you think you struggled?

What ended up happening in the class because of this?

What is a subject at school that you excelled at?

What made it so easy for you?

What ended up happening in the class because of this?

Where might you have a fixed mindset right now?

Where do you have a particular growth mindset?

Apply the word YET to the place where you have a fixed mindset:



Fixed Mindset

People with a fixed mindset believe that intelligence is fixed.

There is nothing you can do about it. They are afraid of challenges. They are scared that failure means they're stupid. They don't put in a lot of effort. They give up easily.

They believe that if they fail once, they will probably always fail. They are jealous when other people succeed.



Growth Mindset

People with a growth mindset believe you can grow and learn throughout life. They like challenges. They don't mind risk. They know that if you don't try, you can't succeed. They enjoy effort. They keep their eye on the goal. They love to see other people succeed.

It is exciting to learn from how others do well. People with a growth mindset find it very important to learn.

Self-Control

In what areas of your life do you struggle with self-control?

Which one of these would you like to work on now?

What strategies will you use for this?

Session 11: Saying Goodbye

Draw an outline of your hand below.

