



# Outward with Others

**Interpersonal Skills for Success in Agribusiness**

**Participant Workbook**



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# Programme

DAY 1	
Time	Session
08h30 – 10h30	Session 1: Welcome and Introductions
10h30 – 11h00	Break
11h00 – 11h30	Welcome and Introductions
11h30 – 13h00	Session 2: Interpersonal Relatedness
13h00 – 14h00	Lunch
14h00 – 14h30	Session 2: Interpersonal Relatedness
14h30 – 16h30	Session 2: Interpersonal Relatedness Practice
DAY 2	
Time	Session
08h30 – 10h30	Session 3: Listening and Empathy
10h30 – 11h00	Break
11h00 – 12h00	Session 3: Listening and Empathy
12h00 – 13h00	Session 3: Listening and Empathy Practice
13h00 – 14h00	Lunch
14h00 – 16h00	Session 3: Listening and Empathy Practice
DAY 3	
Time	Session
08h30 – 10h30	Session 4: Interpersonal Influence and Expression
10h30 – 11h00	Break
11h00 – 12h30	Session 4: Interpersonal Influence and Expression
12h30 – 13h00	Session 4: Interpersonal Influence and Expression Practice
13h00 – 14h00	Lunch
14h00 – 16h00	Session 4: Interpersonal Influence and Expression Practice
DAY 4	
Time	Session
08h30 – 10h30	Session 5: Negotiation and Collaboration
10h30 – 11h00	Break
11h00 – 13h00	Session 5: Negotiation and Collaboration in Practice
13h00 – 14h00	Lunch
14h00 – 16h00	Session 6: Workshop Closure

# Session 1: Welcome and Introductions

*Why are you here today?*

*What do you hope to gain from this workshop?*

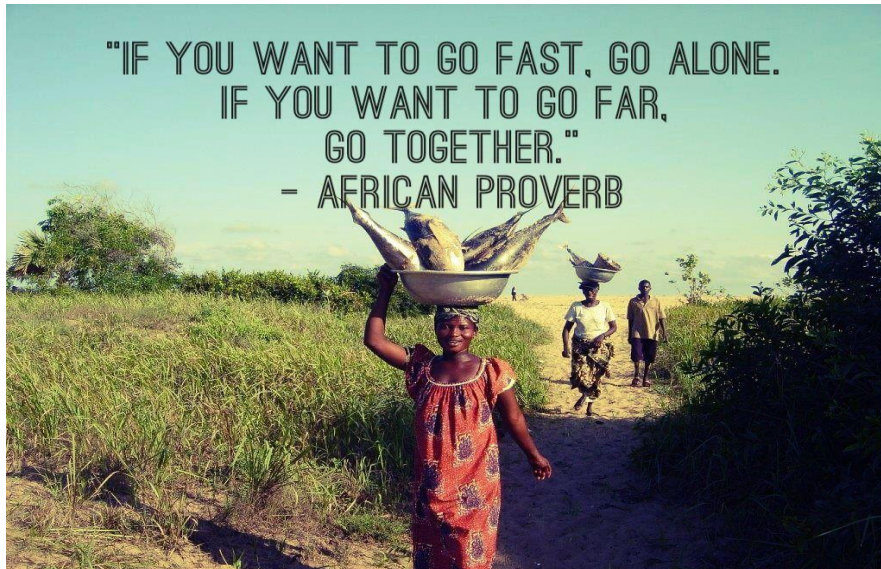
## Session 2: Interpersonal Relatedness

Fill in the meanings of the ancient proverbs about relationships.

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

# 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.



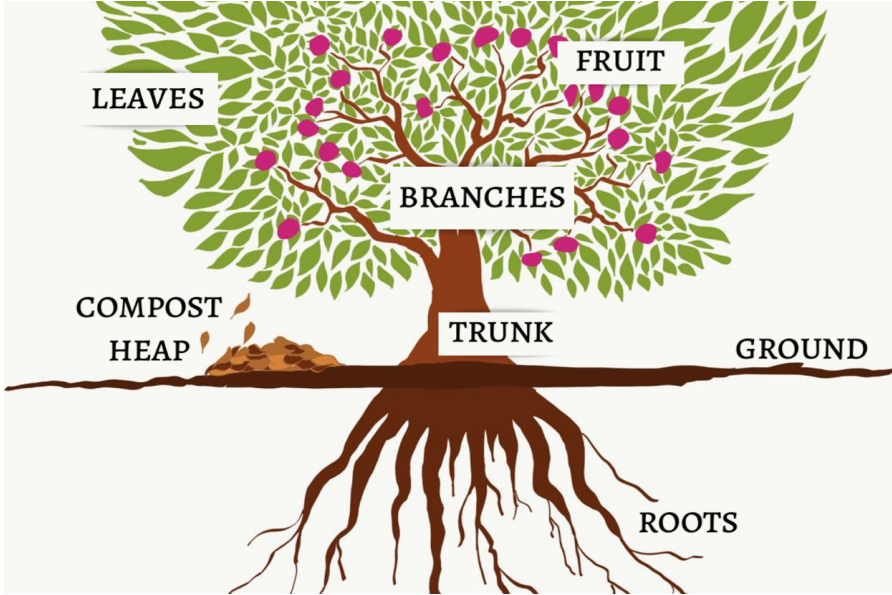
The unfortunate thing is that if you are just bad at ONE of these, trust can be broken.






***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:***

# My Tree of Trust



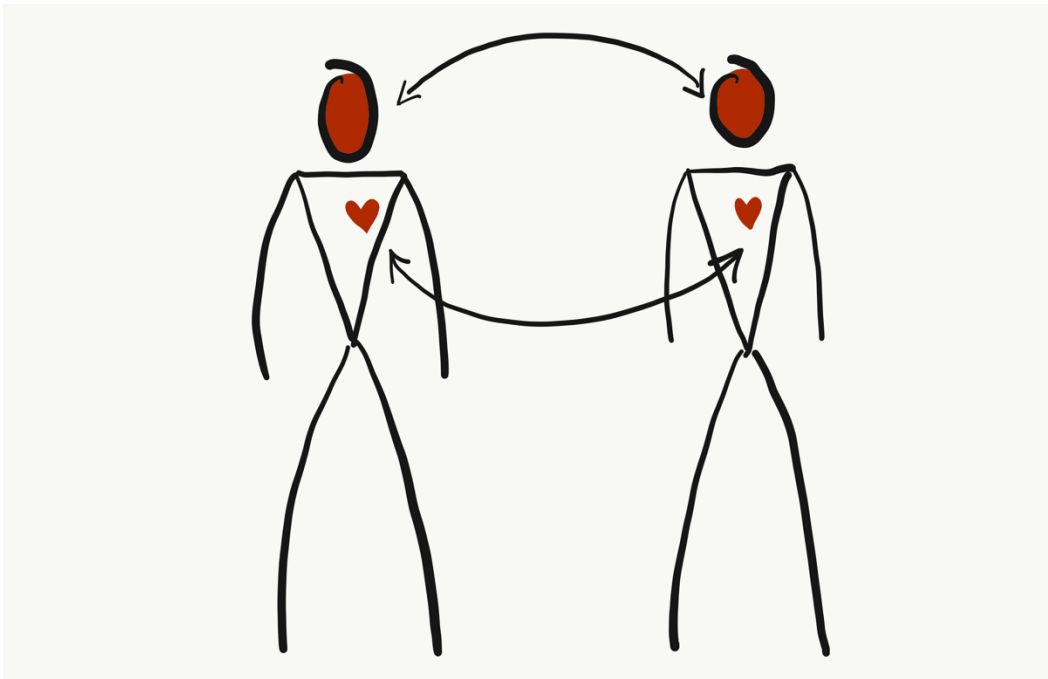
My Tree of Trust	
<p><b>Roots</b></p> 	<p>The roots represent the trust relationships you had with the people around you when you were growing up. Were they good or bad? Could you trust the people around you?</p>
<p><b>Trunk</b></p> 	<p>The trunk represents your strongest trust relationship. Who is this person? What have they done to earn and keep your trust?</p>
<p><b>Branches</b></p> 	<p>The branches represent the different people in your business that you will need to build trust relationships with. From the list we developed earlier, who do you need to build trust with?</p>
<p><b>Leaves</b></p> 	<p>The leaves represent all of the things you will do to build trust with the people around you. From the people you identified above, how can you best build trust quickly with each group? Try and be as practical as possible.</p>
<p><b>Compost heap</b></p> 	<p>Trees lose their leaves in winter. We lose people and other things. The compost heap is also where we can discard our negative experiences where our trust has been broken and the painful emotions that came along with it.</p>

***Draw your own tree of trust below:***

# Session 3: 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.





# My Business Journey

*When did I first become interested in business?*

*Why did I decide to go into business?*

*What are some of the challenges I have faced in my business?*

*What are some of my greatest successes?*

*What do I want for the future of my business?*

## Session 4: 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:***

***In the space below, develop your “I” Statement letter:***

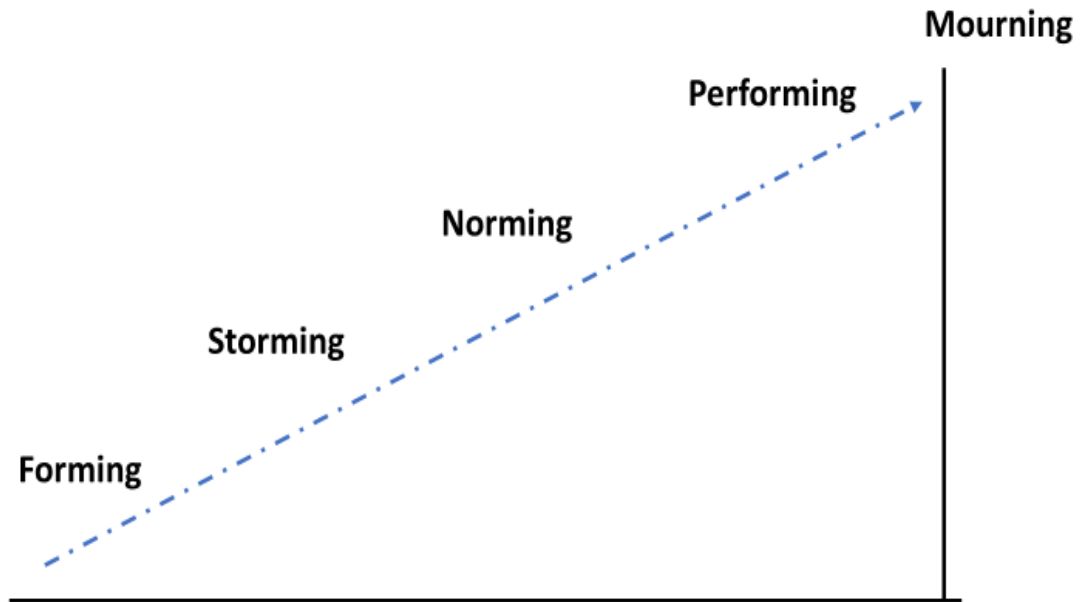
# Session 5: Collaboration and Negotiation

## 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:*



# The Indoor Marketplace

*What is my best talent or skill that I could turn into a business for this marketplace?*

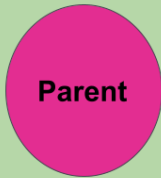
*How can I make my stall look different and unique?*

*What were the most important skills?*

*Which skills do you think you need to improve?*

# Transactional Analysis

## Our 3 Ego States



**Parent**

- Nurturing parent
- Critical parent



**Adult**

Rooted in the present. Our ability to think and act based on what is happening here and now. Operates from a logical, calm space & interactions are straightforward. Not emotive and few triggers.



**Child**

- Compliant child
- Playful/free child
- Rebellious child



Ego States	Where They Come From	Subcategories
PARENT	The parent represents a lot of recordings the brain made of events experienced with the parent in the first 5 years of life – this ego state is borrowed from our parents and from other adults around us that might have taken on a parent role.	The parent can be <ul style="list-style-type: none"> <li>● Nurturing and gives permission, sets limits in a healthy way</li> <li>● Critical</li> </ul>
CHILD	The Child is the seat of our emotions and thoughts remembered from childhood	The child can be <ul style="list-style-type: none"> <li>● Compliant child</li> <li>● Free child – playful and fun</li> <li>● Rebellious child</li> </ul>
ADULT	This develops from the age of 1 year. This is our “data processing centre”, our logical, reasonable, accurate, decision making state.	

***What does it look like when we relate the ego states to business?***

***What ego states do you see people using in business?***

***How can we use transactional analysis to improve our business relationships?***

# Session 6: Saying Goodbye

**Draw an outline of your hand below.**



