



# The Challenge Series

## TEAM DEVELOPMENT

Strengthen problem-solving and decision-making skills while promoting teamwork and collaboration

*Unlock the  
secret of synergy  
while developing  
business skills.*

### THE CHALLENGE SERIES

At the heart of each challenge is an original, thought-provoking exercise based on real-life business scenarios. Participants analyze the problems and develop solutions—both individually and as a group—then measure their answers against the recommended solutions.

#### Constructive Negotiations Challenge™

You are a manager at a large computer software company and serve on a committee responsible for negotiating agreements and contracts with prospective partner organizations. Your challenge is to sequence 17 negotiation activities in the order they should be implemented to effectively develop integrative contracts and agreements. 1¾-3 hours

#### Critical Thinking Challenge™

You work for a growing manufacturer of high-quality plastic parts and are a member of one of its continuous improvement teams. Your assignment is to come up with creative and workable solutions to five problems—all of which are difficult to solve by means of traditional problem-solving approaches. 20 to 35 minutes per problem (1¾-3 hours total)

#### Ethical Decision Challenge™

You are a member of your hospital's Institutional Review Board, which is responsible for evaluating research proposals involving human subjects. Your challenge is to rank 10 research practices involving human subjects in order of their relative permissibility or acceptability. 1¾-3 hours

#### Organizational Change Challenge™

Concerns about the stagnating growth of a home health care supplies and equipment manufacturer require that you and other top managers outline a change process for revitalizing the company. You need to sequence 17 activities in the order they should be implemented to most effectively accomplish organizational change. 1½-3 hours

#### Performance Management Challenge™

You have been appointed to serve on a committee responsible for developing new performance management procedures that will be used throughout a large financial services company. Your challenge is to sequence 20 performance management activities in the order they should be implemented to evaluate and improve the performance of appraisees most effectively. 1¾-3¼ hours

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## Project Management Challenge™

You are a project manager and have recently been appointed to serve on a committee responsible for outlining a standard process for managing projects within your organization. You need to sequence 24 typical project management activities in the order they should be carried out to maximize the effectiveness of the project management process.  
1¾-3¼ hours

## Strategic Planning Challenge™

You are the manager of a strategic business unit and serve on a committee responsible for developing strategic plans consistent with the mission and philosophy of the larger organization. Your challenge is to sequence 18 critical strategic planning activities in the order they should be implemented to most effectively achieve a set of integrated plans at the corporate and business unit levels. 1¾-3 hours

## APPLICATIONS

The Challenge Series is equally and particularly appropriate for managers, supervisors, and university students, but may include anyone whose job responsibilities relate to the topic. Effective when used with groups of all sizes and descriptions to achieve a variety of objectives. Use them as the primary activity in a team development program, as an ice-breaker, or to introduce to your teams the value of synergy. A Facilitator's Manual is available for each topic in the series.