

A team activity about consensus decision making, teamwork and influencing others. At Extreme Adventures Ltd, company image, customer satisfaction and profit are all at stake on the problematic Borneo trip!

This game:

- Allows a decision making framework to be set up
- Demonstrates that decisions have unforeseen consequences
- Looks at the balance of profit versus customer satisfaction
- Requires good teamwork skills including managing conflict
- Shows the value of everyone's contribution
- Reaching a consensus within a given time.

Scenario

Teams represent a group of senior managers at head office for Extreme Adventures Ltd, a travel company.

They currently have a group on a trekking holiday in Borneo and the survival expert in charge, Dirk Hanson, sends back a series of problems he encounters. Teams have to decide what to do.

For each problem teams are given all the information needed - plus a number of options. But how will they choose? Teams need to be well organised and to set up a decisions framework to make the best decisions according to company objectives. This is even more important later in the exercise when one member of the team must take decisions on his or her own and later still they must take decisions as two, separate 'half' teams. Will they have a coherent policy in place to adopt in these situations?

Reaching team consensus isn't always easy but for each situation teams must complete a Decisions Slip within a given time frame - to note the team decision. Each member also notes down what he or she would choose to do had they had to make the decision alone. Can the team talk issues through and come to common consent or will there be conflict?

Team decisions are linked to the commercial success of the trek. At the start the profit stands at over \$12 000 but if teams make unnecessary, costly decisions then this decreases. Customer satisfaction will probably go up, but it is not guaranteed - pleasing one half may alienate the other! Not spending money may limit the options and could cause morale to fall – and could have long term effects in terms of people not returning to holiday again with the company. With a big contract at stake what will teams decide? How much will they try to hang on to profit – how much will they speculate to accumulate?



Users' Comments

"Decisions Decisions was the highlight of our course! It allowed us to listen to so many opinions and values from delegates towards customer values and expectation. It was extremely useful to assess the team process - many learning points were extracted about how to make the most successful decisions."

"A great task where the team had to pull and work together, often to tight deadlines to come to a decision."
P. Imrie - Veterinary Business Development

The Problems on the Borneo Tour

In total there are nine problems and teams spend on average about eight minutes per issue. Each has five possible solutions - involving a cost or an effect on the trek members' morale. What the teams must decide is how much they can trust Dirk's interpretation of events? He is after all the one on the spot but how much authority should he have?

Problems vary widely. Some of the group have not turned up - should Dirk keep them all waiting or leave the latecomers to their own devices? One of the forest lodges has not been booked - should those affected be accommodated in a more expensive lodge? And when a member on the tour breaks the local law what is the moral position? Care must be taken with each decision as the consequences are often not what teams anticipate!

Once decisions are made they cannot be changed. Each is fed into the computer that prints the next problem, gives the current bank balance and the state of morale. Failing to solve a problem properly means it re-emerges further down the line. Teams must weigh up alternatives and make rational decisions if they are to come out on top - but above all they must be decisive! At the end the computer provides a final report for each team.

Decisions! Decisions!

Cheque Book

Trainers are provided with an Extreme Adventures cheque book. At the half-way point they issue a cheque to each team – to represent the profit that teams have left – and competition between teams hots up as more problems filter back from Dirk!

But how well will they balance the opposing interests of profit and customer needs? Can they retain profit and maintain customer satisfaction?

At the end of the trek the cheque could be worth much less than at the start - but satisfied customers are the best endorsement and will sow the seeds for future business!

Decisions! Decisions!

Reviewing Performance

A Questionnaire allows teams to review performance and to focus on how well they organised themselves. Did they elect a leader? What decision-making procedure did they adopt? Did they have a policy for managing conflict resolution?

Decisions! Decisions! gets across the fact that a Decisions Loop is the ideal frame for making decisions. The stages are:

- problem definition
- seeking alternatives
- evaluation
- implementation
- review

with information being central to each phase. Armed with this structure people find making decisions back at work much easier and more effective.

WHAT TO DO

- 1 Use the PowerPoint Presentation Slides to introduce the session.
- 2 Divide the group into teams of 4-6. Issue each team with copies of the Team Brief.
- 3 Allow teams about five minutes to study the briefs, then issue teams with Problem No1.
- 4 Teams study the problem and five possible options and decide on an option.
- 5 Their decision is entered into the computer using their unique access code.
- 6 The computer prints the consequences of the decision - and the next problem. Teams can see the effect of their decision on the trek members' morale and on profit level.
- 7 Teams work through nine problems before getting a final report and final score.
- 8 Start the Debrief. Give out the Questionnaire for teams to complete and lead a discussion on teams' performance. The Trainer's Notes and PowerPoint Presentation provide guidance.

**To Order please contact:
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**Telephone +44 (0)1473 610320
Email games@elitetraining.co.uk
www.elitetraining.co.uk**

The following pages show the briefing sheet to give you a flavour of the activity. Teams get 10 problems to solve and you just can't shut them up! There's LOADS OF LEARNING!



Decisions! Decisions!

Briefing sheet

You and your team represent the management team of Overseas Extreme Adventures Ltd, a tour operator specialising in running adventure holidays for visitors from all round the world. These are mainly 14 or 21 day breaks in remote areas of the world. At present you have just one tour in progress - a predominantly Japanese party in a Borneo jungle.

This tour is important to you as the majority of the clients are from the Tamawoki Corporation and if it is a success they will undoubtedly be sending more people on your holidays. The company see the holidays as a challenge for their staff, a way of rewarding them for good work, a way of helping members of staff to bond and a way of getting partners involved. In fact it is rumoured that Mrs Va Sumo, vice president of Tamawoki, is on the current trip.

The tour is made up of 17 adults ranging in age between 23 and 42. There are 6 couples and 5 singles. Of the singles there are 4 women and 1 man.

Good luck

T. Greystoke

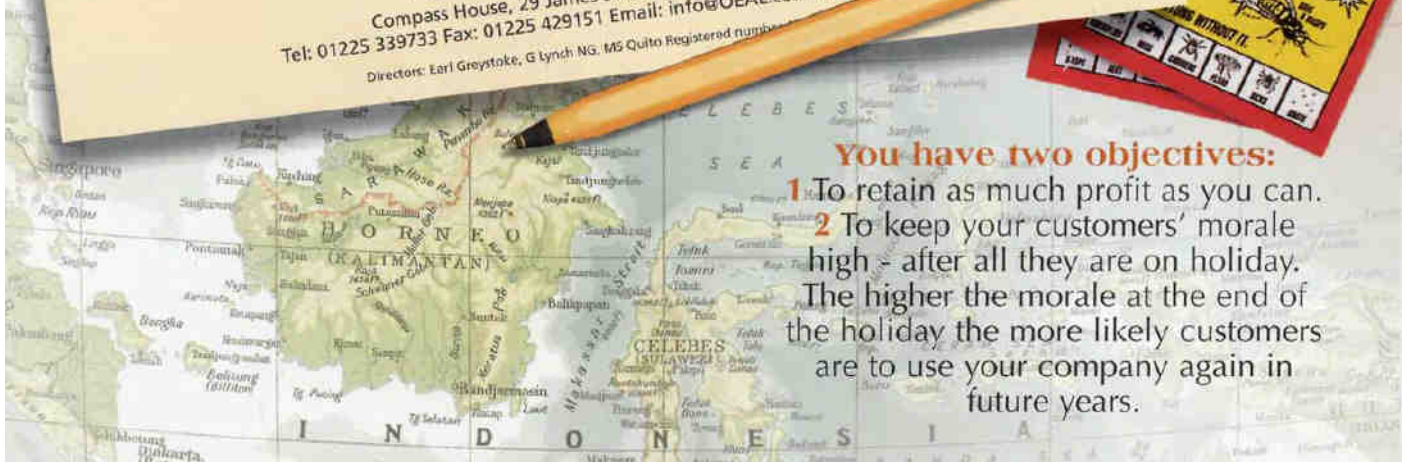
Manager

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Directors: Earl Greystoke, G Lynch NG 145 Quito Registered number 01225 339733



You have two objectives:

1. To retain as much profit as you can.
2. To keep your customers' morale high - after all they are on holiday. The higher the morale at the end of the holiday the more likely customers are to use your company again in future years.



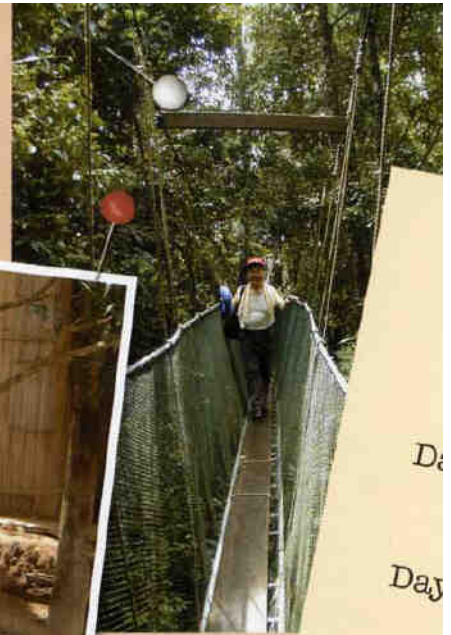
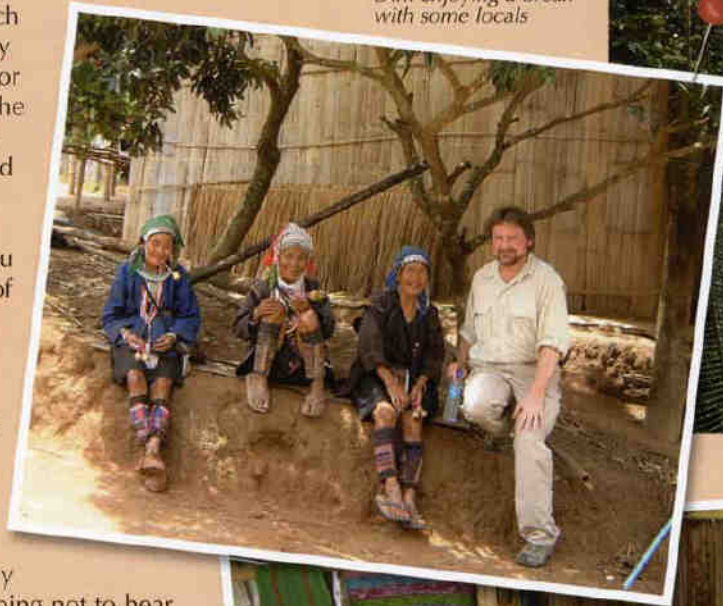
The tour is accompanied by a recently appointed member of your team - Dirk Hanson, an expert in jungle craft and survival.

Dirk speaks a smattering of Japanese as well as French and German and in many ways is an ideal choice for the job. He also speaks the local argot. He is now in the field with a group and you have asked him to maintain good communications with you and keep you informed of progress.

Your courier has all his travel and accommodation paid for if it is part of the original itinerary. He has a satellite phone from which he can send faxes if there are any emergencies. You are hoping not to hear from him.

Your team, based in Jakarta at Head Office, has a sum of money amounting to \$12,610. This represents the profit from the Borneo tour and any expenditure you make will be paid from this, leaving you with less profit. As you are all equal partners in the business you all have an equal say in dealing with any problems and you will all share the final profit equally.

Dirk enjoying a break with some locals



- Day
- Day
- Day
- Day 4
- Day 5
- Day 6
- Day 7
- Day 8
- Day 9
- Day 10
- Day 11
- Day 12
- Day 13
- Day 14
- Day 15
- Day 16
- Day 17

After a number of years in the business you know that you are likely to get on average six - eight problems per tour. You should note that once a particular decision has been made by your team you cannot change it - there is no turning back!

Northgate Bank plc
James Street West, Bath branch

Date 18.11.96

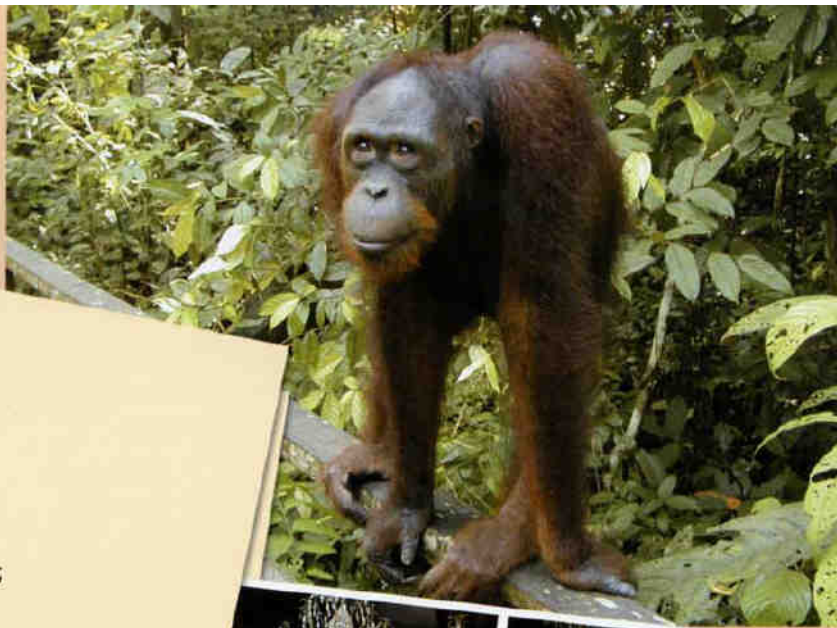
Pay Extreme Adventure Holidays Ltd
Twelve thousand, six hundred and ten dollars \$12,610.00

Overseas Extreme Adventures Ltd
No 2 account
T Greystoke

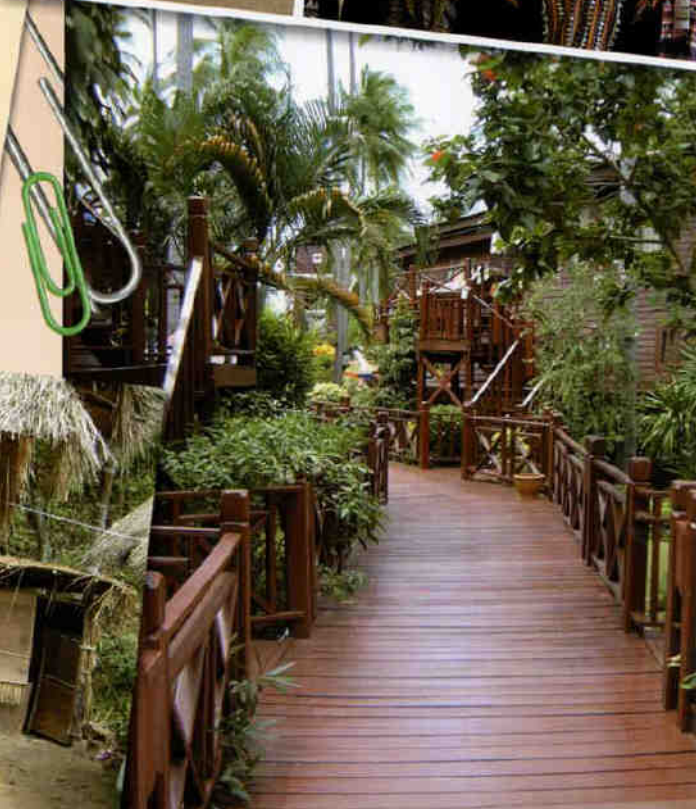
Account number 002541588

Tel: 01225 33973

Tel: 01225



Best wishes from Hotel Tea of the Full Moon



VENTURES



- 1 Arrival at Walami Airport
Group to assemble at Meeting Point
- 2 Hotel Morning Glory Briefing
- 3 Visit to Orang Utang Reserve
- 4 Visit to Snake Island
- 5 Dug Out canoe trip
- 6 Local Dance evening
- 7 Hotel Tea of the Full Moon
- 8 Mountain Ridge Trek (2 days)

Psui Lodges
White Water rafting

Hotel stop (River trip)
Kama Kama waterfall (hike)
in Ting
Poo bazaar
Walami Airport departure

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Terms and Conditions

Booking your trek

The pre-payable deposit of \$350 should be sent together with the booking form when you have chosen the trek you wish to join and confirmed that there is an adequate number of places available. Please make cheques payable to Overseas Extreme Adventures Ltd (from now on referred to as OEA Ltd), the remaining amount of the cost of the holiday should be paid at least 8 weeks before the start of the holiday. If this money is not received then you may lose your place on the trip. In case of default the deposit is non-returnable.

Changes of customer

If you wish to change any arrangements this can be done up to 45 days before the start of the holiday as long as the changes are in writing and do not materially affect the holiday for others in the group. Amendments may be charged at a nominal fee.

Changes of company

For a major change such as change to accommodation level or flight we will inform customers as soon as is reasonably possible. You then have the opportunity to accept the change, take an alternative holiday or withdraw and accept a full refund. Compensation will be payable to you in the latter case - \$40 if changes made more than 35 days before the start of the holiday; \$70 if 15-35 days before the holiday and \$120 if less than 14 days before the start.

Cancellations

These can be made at any time in writing and cost you a percentage of the booking price as follows:

More than 45 days before holiday start	50%
15-44 days before	80%
less than 14 days before	100%

Pricing Policy

OEA Ltd reserves the right to change any of the prices shown in the brochure at any time before you make the booking. Once booked no surcharges are payable by you within eight weeks of the holiday start date so long as the balance of your invoice has been paid before this time.

Liabilities

So long as you do not suffer death or personal injury then the company accepts liability should any part of your holiday arrangements booked with us not be as described in the brochure and not be of a reasonable standard and will pay you compensation of an amount which could be reasonably and properly be expected taking into account the relevant circumstances.

OEA Ltd accepts liability if you suffer death or personal injury as a result of an activity forming part of your holiday arrangement with OEA Ltd before departure EXCEPT where the cause of failure is not due to any fault on our part or our staff, agents or suppliers, and which is your own fault or the actions of someone unconnected with your holiday arrangements through us, or due to unusual or unforeseeable circumstances or events which could not have been anticipated. Extra work or travel by our staff resulting from your fault will be refunded by you to us from

Travel

Please note that all departure times are estimates only and may be affected by operational difficulties, weather conditions or failure of passengers to check in on time. Conditions of carriage will apply to you which limit or exclude the supplier's liability. We do not make any arrangements if there is a delay at the outbound or inbound point of departure. Most airlines make provision in this case.

You are responsible for checking-in for flights at the correct time and for taking up all pre-booked components of your holiday. *OEA Ltd* cannot accept any responsibility for clients missing flights as a result of late check-ins and no refunds will be given if you fail to take up any component of your holiday.

OEA Ltd guides and couriers are not medically qualified. In the absence of qualified medical assistance our guides will provide such first aid support as they can but clients must appreciate they will do so in the light of their own experience and not through medical training.

By signing the agreement form on the booking leaflet you agree to accept the authority and decisions of our tour leaders and guides while on tour. If in the opinion of any of these your health or conduct is detrimental, to the safety welfare and well being of the group as a whole or if your general well being will be put at risk by the continuance of the tour you may be excluded from the whole or a part of the tour without the right to refund. In the case of ill-health or accident we reserve the right to make provision for you as necessary and then claim any expenses back from you. If you commit an illegal act we shall cease to have responsibility for you.

OEA Ltd's representatives and agents other than the senior management teams are not entitled to promise refunds for any reason and *OEA Ltd* will not be bound by any such undertakings.

Problems

If you are unhappy with any aspect of the tour you must address your complaint immediately to our local representatives and to the management of the hotel or other supplier whose services are involved. If the problem cannot be resolved locally and you wish to complain full details must be given in writing to arrive within 14 days of your scheduled return. Failure to do this will curtail your right to any compensation.

Decisions! Decisions!

What it does

The training material tests group decision-making. Can the team reach decisions amicably and without conflict? Can they manage the competing needs of making a profit and keeping the customer happy!

How well do teams reach consensus? They are asked to make individual decisions as well as the all-important group decisions. How will one team member react when he or she is taken out of the group to make an important decision on behalf of the company? Will the team have defined a set of core values against which they can make their decision? And how will the team react if they have made the wrong choice?

Timing: This business game runs from 1 to 2 hours + debrief.

Numbers: 4 to 24 participants (up to 4 teams of 4 to 6) for each business game.

Who: Staff at any level.

PC required: One computer (or laptop) and printer required.

Licence Free: When you buy this training material, there are no restrictions on the number of times you can use it.

Cost to buy: You can buy this business game (which includes a trainer's manual) and use it yourself for £395 + delivery and VAT (if applicable).

We will also run this game for you, please contact us for details.

For further information please contact:

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