MODULE OVERVIEW

Rivalry between colleagues: Win as a team

Adaptive module | ~20 min

At school and in sports, we learn early to win against others, and this reflex follows us to work, where it harms the team. Without naively setting competition against cooperation, this module helps learners recognize their spontaneous attitude toward disagreement, see other people's differences as a resource, and direct their competitive energy into team challenges. Cooperating becomes a win-win choice, not a sacrifice.

LEARNING OBJECTIVES

01 Understand why, among people who need to cooperate, rivalry harms the team more than it motivates.

02 Recognize which of the five Thomas–Kilmann reflex attitudes you adopt in a disagreement.

03 Choose the stance that suits each situation, favoring a win-win outcome whenever possible.

04 Cultivate cooperation: see difference as a resource and shift competition toward team challenges.

WHO IT'S FOR

Team members and managers of ambitious teams who want to turn competition between colleagues into collective strength.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Thomas–Kilmann model (TKI, 1974, based on Blake & Mouton's grid): 5 instinctive responses to disagreement along 2 axes (my interests / the relationship)
- Afthonios method: 3 levels of emotional maturity – inspired by achievement goals (Nicholls, Dweck) and intrinsic motivation (Deci & Ryan)
- Win-win vs. win-lose – inspired by Fisher & Ury (Getting to Yes) and S. Covey
- Afthonios method: shifting interpersonal competition toward a shared team challenge

SOURCES & REFERENCES

- Kenneth W. Thomas & Ralph H. Kilmann, 1974 – Thomas-Kilmann Conflict Mode Instrument (5 conflict-handling modes)
- Brandenburger & Nalebuff, 1996 – the concept of co-opetition
- Samsung and Apple – an example of co-opetition: Samsung, Apple's rival, is also its main supplier of OLED screens
- Dean Tjosvold, David W. Johnson, Roger T. Johnson & Haifa Sun, "Can Interpersonal Competition Be Constructive Within Organizations?", The Journal of Psychology (2003): competition becomes constructive when it rests on a foundation of cooperation and fair rules

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