

**STONEHENGE**

**Session Leader’s Briefing Notes**

**INTRODUCTION (5 minutes)**

**“Get out the Participants Brief – but leave everything else in the box!”** *Read through the Participants Brief with the groups.*

*Show the groups what each piece looks like - uprights, crosspieces and altar stones.*

*Show the groups the* ***FOUR*** *different colours and emphasise that some of the colours are very similar so they must be very careful that only one colour is used for the final construction.*

*Explain the different colours for the 4 types of wood in the following way: -*

**“Beech is the lightest – with a slight hint of pink.**

**Pine is a little more yellow and has a stronger grain.**

**Mahogany is the dark brown.**

**Afromosia is the black.”**

**“You can ‘barter’ or agree to exchange/‘swap’ with another group and you may also buy pieces from another team or from the market place itself.”**

**“Information may be requested from the market consultant, but ask closed questions only. This is because the Market Consultant may only answer “Yes” or “No”. For example, “Have you got any pieces in pine?”**

Explain the layout of the room including the negotiating table and the market place. (See attached example)

**“The object of this exercise is to finish your replica of Stonehenge as fast as possible, retaining as much of your budget of 5,000 grunts as possible.”**

**“The clock will only be stopped when your team has finished and the Project Manager is holding up the “Finish” sign.”**

**“You will only be considered to have finished when your Stonehenge is built and you have no spare pieces - you must finish with exactly the right number of pieces in a single colour of wood. You must also have your accounts ready for auditing at this point.”**

****

**JOB ROLES (5 minutes)**

**“The point of this exercise is that you will have to work as a team and each person will have a specific job with restrictions that they must work within.”**

**“There are *x* job roles”** *(four or five as appropriate)*. *You should describe each job to the groups. (One of the attached sheets will give you additional help if you need it.*

**“The Project Manager will be the group leader, but the job holder is not necessarily the bossiest person in your team. It should be someone who can work well with everybody and is good at listening to the opinions of others.”**

**“The Quantity Surveyor should be someone who enjoys, and is good at, Maths.”**

**“The Buyer will also need to enjoy, and be good at, mental arithmetic, whilst having good communication skills and being able to follow instructions.”**

**“The Negotiator should be someone who is good at verbally communicating with other people, is confident in discussion and able to think quickly.”**

**“Get out the job descriptions from your box and spend a few minutes deciding who is going to do each job. Then put your labels on. You will NOT be allowed to change jobs later in the exercise.”**

**STRATEGY (10 minutes)**

**“When you plan how you are going to approach and carry out a task, you are developing a strategy. This is exactly what you are going to do in your groups for the next 10 minutes.”**

**“You will need to discuss your strategy amongst yourselves and you must write it down. Do not write on the green copies, use the photocopies provided.”**

Allow 10 minutes for the groups to write down their strategies.

**“You will need to keep thinking about your strategy and you may need to change it as you carry out the exercise, to take account of any unforeseen circumstances that you come across.”**

****

**“You can use your box to shield your construction from the other teams.”**

**“Now you can start the exercise.”**

***Start the stopwatch***

***N.B. -*** *Watch the negotiating table. All negotiation must be carried out at the table. Negotiators must leave the negotiating table if they want to talk to their team. No one apart from the Negotiators must approach this table.*

**MARKET PLACE**

*At the start of the exercise, crosspieces and uprights are 200 grunts each and altar pieces are 1000 grunts.*

*After an agreed time - normally 10 minutes - the price of crosspieces and uprights can be increased to 400 grunts. The price of altar stones always remains the same.*

*The price increase can be announced to all the groups or you can wait until they ask for the price, it is better when the groups are* ***not*** *forewarned of possible price increases before the exercise begins. Therefore, unless specifically asked, do not tell the buyer that the price of pieces might alter.*

*Do not allow the Buyers to see how many pieces you have available.*

*Do not divulge how many pieces of any colour you have unless you are specifically asked, you should really be answering closed questions and should only have to say “Yes” or “No”.*

*In any case, answer all questions with single word answers only.*

*The Buyer is not allowed to confer with their team whilst at the market place. They must return to their table for any discussion, returning to the queue when a decision is reached.*

*Do not accept any returned pieces until an agreed time, near the end of the exercise and normally after one team has finished. This helps to speed up the completion of the exercise for the other teams. The only other point at which you should begin to take back pieces, is if a deadlock is reached.*

*Do not pay a team for their surplus pieces. They must pay you a carriage cost for the removal of pieces from their construction site. It is recommended that the cost is either 100 grunts per piece or 100 grunts for up to two pieces.*

**FEEDBACK(10 – 15 minutes)**



Decide who the winning team is by taking into account how fast they finished and how much of their budget they have retained. Prior to the announcement of the winning team, you might like to offer your insights into how they appeared to cope with the exercise.

For example:

Did they co-operate or compete; were they open and honest or did they use subterfuge; did several teams choose the same colour wood to work with; did this produce a deadlock; who changed to another colour from the one they started with; who stuck to their strategies and who did not; who had the wrong team members in the wrong roles; who were the most effective at communicating, working as a team and planning their project?



# ROOM LAYOUT

Market Place

Team 2

Team 1

Negotiating Table

Team 3

Team 4



**STONEHENGE – Job Descriptions**

**PROJECT MANAGER**

The Project Manager is in charge and is the team leader. The Project Manager needs to make sure that everybody in the team understands their job and that they are all working together. All the members of the team must check with the Project Manager before they carry out their jobs.

If the team needs any help the Project Manager must hold up the “Consultant” sign and a Consultant will come and help. If the team wants any information then the Buyer can ask at the market place. If there are any arguments the Project Manager will make the final decision.

When the team has completed the task the Project Manager must hold up the “Finished” sign.

**QUANTITY SURVEYOR**

The Quantity Surveyor is the ‘financial whiz kid’ and his/her job is to look after the money and keep a record of the number of pieces that the team has.

The Quantity Surveyor must prepare the accounts for the company on the Accounts Sheet provided.

The Quantity Surveyor will need to work with the Buyer and the Negotiator to decide which pieces need to be bought, exchanged or acquired. They must also work closely with the Project Manager in preparing the accounts.

**NEGOTIATOR**

The Negotiator is the only person who can talk to the other teams. His/her job is to talk to fellow Negotiators and to arrange to exchange, buy or sell pieces. The aim being, to reach the best deal for his/her own team.

The Negotiators can only talk to each other at the negotiating table.

The Negotiator will need to work with the Buyer and the Quantity Surveyor to decide which pieces need to be bought or exchanged and they must get agreement from the Project Manager before negotiating.

**BUYER**

The Buyer is the only person who can go to the market place. The Buyer is in charge of purchasing pieces from the market place and asking for information. For example, he/she will need to find out the cost of pieces so that the team can work out what they can afford – this may affect the chosen strategy.

He/she must complete the purchase order and get a receipt for all the pieces that are **bought**. If the team is buying any pieces from another team the Buyer must complete a purchase order and ask the Negotiator to get a receipt.

The Buyer will need to work with the Negotiator and the Quantity Surveyor to decide which pieces need to be bought or exchanged and must get agreement from the Project Manager before buying.

****

**SITE MANAGER**

If the team has five people you can also appoint a Site Manager. The Site Manager is in charge of constructing Stonehenge. His/her job is to make sure that Stonehenge is correctly built in only one colour.

The Site Manager must inform the Negotiator and Buyer which pieces are still needed to complete the construction.

The Site Manager must work closely with all the team members.




### PROJECT MANAGER

The Project Manager is the “team leader” and is in charge. The Project Manager needs to make sure that everybody in the team understands their job and that they are all working together. All the members of the team must check with the Project Manager before they carry out their jobs.

If the team needs any help the Project Manager must hold up the “Consultant” sign and a Consultant will come and help. If the team wants any information then the Buyer will ask at the market place. If there are any arguments, the Project Manager can make the final decision.

When the team has completed the task, the Project Manager must hold up the “Finished” sign.




#### QUANTITY SURVEYOR

The Quantity Surveyor is the “financial whiz-kid” and their job is to look after the money and keep a record of the number of pieces that the team has.

The Quantity Surveyor must prepare the accounts for the company on the Accounts Sheet provided.

The Quantity Surveyor will need to work with the Buyer and the Negotiator to decide which pieces need to be bought, exchanged or acquired. They must also work closely with the Project Manager in preparing the accounts.



### NEGOTIATOR

The Negotiator is the only person who can talk to the other teams. Their job is to talk to the other teams and arrange to exchange, buy or sell pieces. Their aim is to get the best deal for their own team.

The Negotiators can only talk to each other at the negotiating table.

The Negotiator will need to work with the Buyer and the Quantity Surveyor to decide which pieces need to be bought or exchanged and they must get agreement from the Project Manager before buying.

****


### BUYER

The Buyer is the only person who can go to the market place. The Buyer is in charge of purchasing pieces from the market place and asking for information. For example, they will need to find out the cost of pieces so that your team can work out what you can afford – this may affect your strategy.

They must complete the purchase order and get a receipt for all the pieces that are **bought**. If the team is buying any pieces from another team, the Buyer must complete a purchase order and ask the Negotiator to get a receipt.

The Buyer will need to work with the Negotiator and the Quantity Surveyor to decide which pieces need to be bought or exchanged and must get agreement from the Project Manager before buying.



### SITE MANAGER

The Site Manager is in charge of constructing Stonehenge. Their job is to make sure that Stonehenge is correctly built in only one colour.

The Site Manager must inform the Negotiator and Buyer which pieces are still needed to complete the construction.

The Site Manager must work closely with all the team members.



### Accounts

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Number | Piece | Sold/Bought | Price | Balance |
|  | Opening Balance |  |  | 5000 |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |





PURCHASE ORDER

**Buyer** Please complete this section and bring it with you when you want to buy a piece at the market place / negotiating table.

**Team ................…………………………………………………………**

|  |  |  |
| --- | --- | --- |
| Piece | Colour  | Number required |
| Upright  |  |  |
| Crosspiece |  |  |
| Altar Stone |  |  |

..........................................................................................................................

**Market Consultant / Negotiator** Please complete this section when you sell any pieces.

The above pieces were sold at a price of..................... grunts per upright/crosspiece

 ..................... grunts per altar stone

Signed........................................................................................................................

PURCHASE ORDER

**Buyer** Please complete this section and bring it with you when you want to buy a piece at the market place / negotiating table.

**Team ................…………………………………………………………**

|  |  |  |
| --- | --- | --- |
| Piece | Colour  | Number required |
| Upright  |  |  |
| Crosspiece |  |  |
| Altar Stone |  |  |

..........................................................................................................................

**Market Consultant / Negotiator** Please complete this section when you sell any pieces.

****The above pieces were sold at a price of..................... grunts per upright/crosspiece



..................... grunts per altar stone

Signed........................................................................................................................

**RECEIPTS**

**Received, the sum of …………………….…….**

**in payment for …………………………………..**

**Received, the sum of …………………….…….**

**in payment for …………………………………..**

**Received, the sum of …………………….…….**

**in payment for …………………………………..**

**Received, the sum of …………………….…….**

**in payment for …………………………………..**

**Received, the sum of …………………….…….**

**in payment for …………………………………..**

