

The Orange — Participant Workbook

The guide in print, a frame to write after every debrief question, and session notes pages.

Folder: the-orange · Category: conflict · 2 parties of 2-4 · 20 min · offline · print props · assessment-type

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The Orange — Facilitator Run Sheet

Two teams, one orange, one hidden fact each: the juicers need the flesh, the bakers need the peel. Teams that negotiate positions split the orange; teams that ask about interests both walk away whole. The debrief shows which one your room did — and where that pattern shows up in every handover, budget fight and vendor call.

Objectives

By the end of the activity, participants will have:

- 1. Felt the difference between **positions** (“I need the orange”) and **interests** (“I need the juice”).
- 2. Experienced that **information is the currency of agreement** — the hidden facts only surface if someone asks.
- 3. Practiced one question: “**what do you need it for?**”

Setup

Space: two tables, far enough apart that teams can’t overhear each other.

Materials:

Item	Source
1 × orange (or any object)	real prop preferred — a real orange makes the reveal physical
1 × juicer team card	<code>the-orange-prop-cards.pdf</code> (card 1) — confidential
1 × baker team card	<code>the-orange-prop-cards.pdf</code> (card 2) — confidential
1 × facilitator card	<code>the-orange-prop-cards.pdf</code> (card 3) — for you

The hidden facts: juicers need the flesh for fresh juice (peel useless to them); bakers need the peel for a cake (flesh useless to them). Each card states its own fact only. Neither team knows the other’s.

Rules — say them out loud: “One orange. Each team holds a confidential brief. You have eight minutes to reach a written agreement. No agreement by the deadline: neither team gets anything.”

Minute-by-minute script

Time	Phase	Facilitator does	Participants do
0–3	Frame + briefs	Hand out confidential cards. State rules and deadline	Read briefs, plan openers
3–11	Negotiation (8 min)	Float. Answer process questions only (“can we ask them anything?” — yes). Do not hint at the hidden facts	Exchange offers, discover or fail to discover interests

Time	Phase	Facilitator does	Participants do
11–14	The reveal	“Juicers: show your card. Bakers: show yours.” Read both aloud	Surprise (or vindication)
14–17	Score the agreements	Agreements on the table: who split, who split <i>well</i> , who integrated	Compare outcomes
17–20	Bridge to debrief	“Keep your agreement slips — the debrief starts from what you wrote.”	Transition

Then run the debrief — see `the-orange-debrief.md`.

Known failure modes & rescues

1. **Both teams anchor on “half each” in minute one.** The classic. Rescue: none during negotiation — the premature split is the debrief’s centerpiece. Announce nothing.
2. **A team lies about its brief.** Someone claims to need the whole orange “for reasons.” Rescue: briefs are confidential, but lying about them is legal in this game — note it for the debrief, where trust becomes the question.
3. **Silence — nobody opens.** Rescue: at minute 5, announce to both tables: “three minutes of questions are allowed that must be answered honestly.” It usually unlocks the discovery.

Variations

- **The vendor version:** briefs become “vendor needs payment in 30 days” and “client needs delivery in 30 days” — the same hidden-complement structure in work clothes.
- **Three-party orange:** add a shipping team that needs the box. Multi-party interest mapping, noticeably harder.
- **No deadline:** remove the 8-minute clock. Watch how long teams take to ask the question they never asked.

Props in this folder

- `the-orange-prop-cards.pdf` — poker print-ready: juicer brief, baker brief, facilitator card
- `the-orange-guide.md` — this run sheet
- `the-orange-debrief.md` — 8 debrief questions, 3 failure modes
- `the-orange-assessment.json` — pre/post measure preset
- `the-orange-paper-form.pdf` — the A4 answer sheet: the measure as a print-and-fill form
- `the-orange-workbook.pdf` — participant workbook: the idea in plain words, guided items, notes and action pages
- `the-orange-slide-deck.pdf` — the slide deck for teaching or projecting
- `the-orange-slide-deck.html` — the same deck for any browser, speaker notes on N
- `the-orange-license.md` — what you may do with all of this, in plain language

- `the-orange-activity-poster.pdf` — The whole activity on one wall (A3): meta, run of show, debrief questions, watch-outs.
- `the-orange-start-here.md` — one page, thirty seconds, then print and go
- `SKILL.md` — machine-readable manifest for AI agents
- `the-orange-run-sheet.pdf` — the print edition: this run sheet + the debrief sheet, bound as one A4 PDF

Agent version

Every file in this folder has a stable public URL — an AI agent can fetch the props, the debrief and this run sheet with three curl commands (see `SKILL.md`). The negotiation itself needs the cards, an orange, and two tables that cannot overhear each other.

The Orange — Debrief Sheet

8 questions, 3 failure modes, one rule: the agreement slips are the data.

Use with `the-orange-guide.md`. Debrief runs 10–15 min after the reveal.

The 8 questions

1. The opener.

“First two minutes: what did your team lead with — a demand, or a question?”

→ Most teams open with a position. The reveal then prices that opener.

2. The question that wasn’t asked.

“Both agreements on the table: which team asked ‘what do you need it for’? What would that question have been worth?”

→ This is the debrief’s center. Ask it to the team that *didn’t* ask.

3. The split.

“Teams that agreed on halves: what made half feel fair? What were you both giving up?”

→ Half is equality, not efficiency. The orange proves they are different things.

4. The reveal moment.

“When both cards went up — what did you feel? Say one word.”

→ Surprise, relief, frustration — one word each, fast round. The emotion justifies the lesson better than analysis.

5. The lie.

“If anyone stretched their brief: what did it cost? Did it ever get found out?”

→ Optional question — ask only if a lie happened. Trust is the underlying currency.

6. The daily version.

“Where does a hidden complement hide in your week — two teams fighting over one thing that both could have?”

→ Transfer question. Expect: headcount, budget lines, meeting rooms, release dates, one shared engineer.

7. The one question.

“What is one question you will ask in your next disagreement before you counter?”

→ Commitment question. “What do you need it for?” is the obvious answer — let them find it.

8. The orange.

“Someone eat the orange. Seriously — it closes the exercise better than any summary.”

→ Closing question. The room watches interests get literally consumed: flesh to one, peel to the other.

3 known failure modes of the debrief itself

1. The splitters feel dumb.

Rescue: reframe — “half is a legitimate deal; it just left value on the table. Name one real deal where you’d accept that.”

2. The winners lecture.

The integrated-deal team explains interest-based negotiation to everyone.

Rescue: redirect to question 2 — the winners get asked what triggered their question, not their theory.

3. The debrief stays hypothetical.

Everyone agrees “asking is good” and nothing changes.

Rescue: question 7 with names and dates: next disagreement, one question, before the counter.

If you are running the pre/post measure (`the-orange-assessment.json`), note these observables during the negotiation:

Observable	Points to
A team asks “what do you need it for?” in the first 3 min	Interest exploration
Offers go beyond the one orange (juice rights, peel rights)	Integration attempt
A team reveals its own brief unprompted	Information sharing

The report your participants receive is a team-level comparison of process, never a verdict on who negotiated better — keep it that way.

The opener.

First two minutes: what did your team lead with — a demand, or a question?

The question that wasn't asked.

Both agreements on the table: which team asked 'what do you need it for'? What would that question have been worth?

The split.

Teams that agreed on halves: what made half feel fair? What were you both giving up?

The reveal moment.

When both cards went up — what did you feel? Say one word.

The lie.

If anyone stretched their brief: what did it cost? Did it ever get found out?

The daily version.

Where does a hidden complement hide in your week — two teams fighting over one thing that both could have?

The one question.

What is one question you will ask in your next disagreement before you counter?

The orange.

Someone eat the orange. Seriously — it closes the exercise better than any summary.
