

Leading Relationships

Communicate Effectively, Resolve
Conflict, Build Trust & Lead Your Relationships



Presenter:

Steve McClatchy

Alleer Training & Consulting

Phone 610-407-4092 • Cell 610-505-2007

Steve@Alleer.com

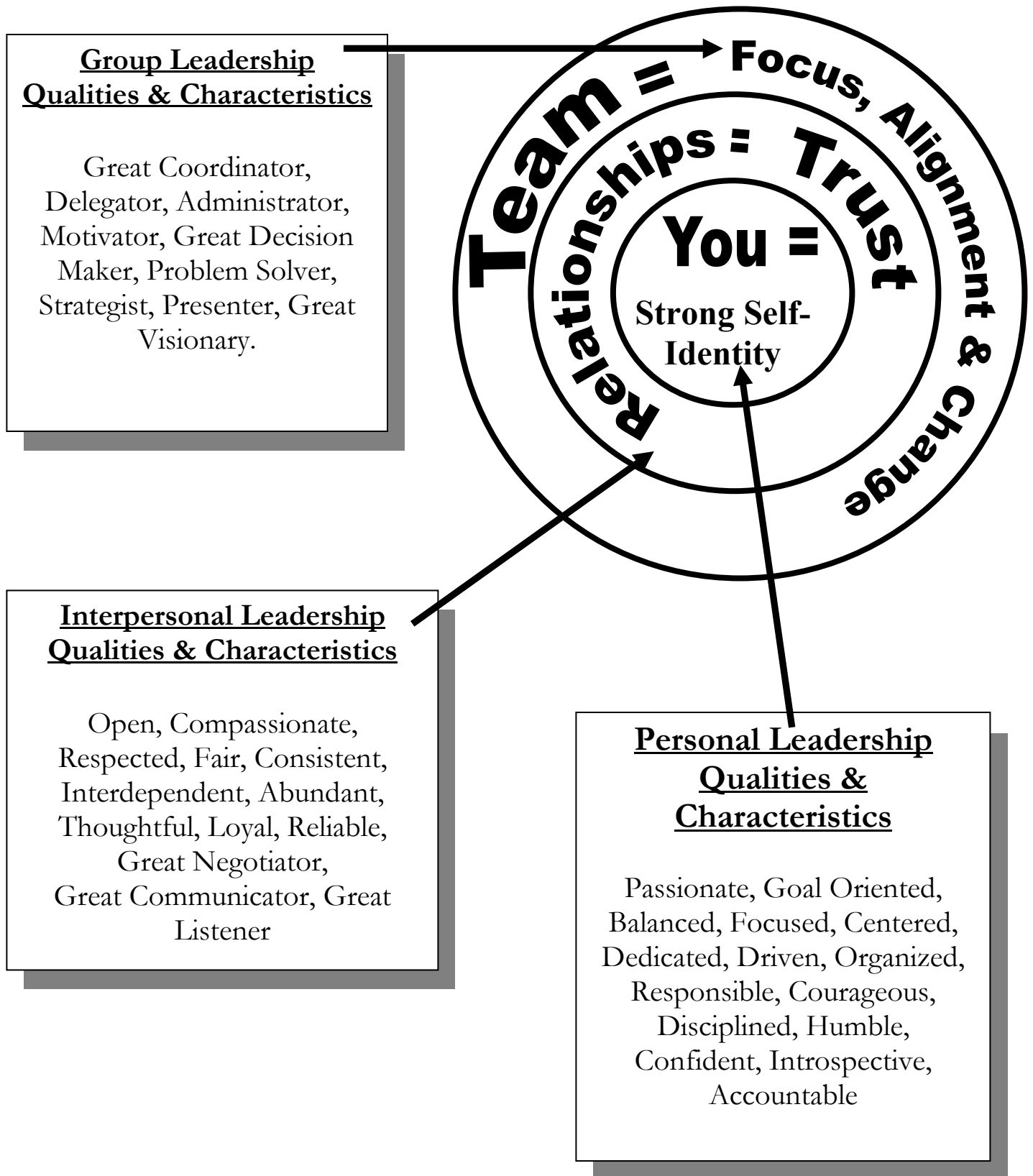
Toll Free 800-860-1171

www.Alleer.com

Twitter: @stevemcclatchy



THREE GOALS OF LEADERSHIP



Interpersonal Leadership

Definition of Leadership: Improvement

Definition of Management: Maintenance

Leadership Key Characteristic: You Don't "Have To" Do It

Working Definition of "Have To": Any task or activity that, if neglected, would eventually be brought to your attention by someone else.

Is there a real cost to low trust? _____

- Speed
- Quality
- Productivity
- Commitment
- Creativity
- Engagement
- Morale
- Top Talent Retention

Who Goes First?

Most people approach relationships with the mindset: "If you'll be nice to me then I'll be nice to you." The problem is someone has to go first. Someone has to be nice first, trust first, care first, ask first and make the effort first. Who goes first? The leader goes first. Going first makes you vulnerable. Doing something you don't have to do demonstrates that you're willing to take risks to build a relationship and to build trust.

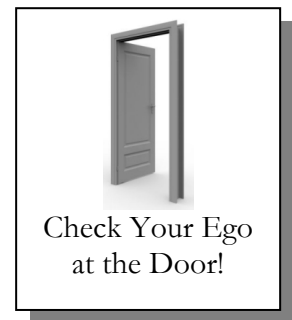
Definition of 100%Trust: An unwavering belief that you will always act in my best interest.

- When the motivation behind your actions is gain and not prevent pain (unexpected vs. expected or have to vs. want to) you are building trust.
- The number one way to build trust in a relationship is to consistently do things you don't have to do. Doing things you don't have to do demonstrates you care and that you're thinking of the other person when they are not around.

Motivation?
Don't Have To
Have To

Foundational Principle: Relationships succeed when both parties get what they need and want.

- The job of your ego is to identify itself through separation. Once separated it then goes for superiority or the win. Relationships are about coming together not about separation and winning. It is best to check your ego when it comes to relationships.
- If you have ever lost in a relationship then you know it can ruin the relationship. When we try to win or be right in a relationship it is often what ends the relationship. It makes no sense to compete when it comes to relationships. Leave competition for games, activities or anything where a score is kept. Competition is not for relationships.



Giving Praise:

When giving praise be specific and take as long as you need. Be sure to praise what specific actions, decisions, behaviors and/or effort led to the positive outcome. This is more helpful than praising talent, ability or gifts. When you are specific it makes it easier for the person to repeat the behavior. Being specific will also help you to spend more time sharing your praise. The more time you give to the praise, the likelihood is higher that the recognition will sink in and the action will be repeated.

Giving Feedback:

When providing negative feedback be fast and specific. You can be fast because of the brain's heightened sensitivity to criticism. Criticism means danger, and danger threatens your survival so it leaves a greater impression and lasts longer. Be specific so that the person knows what to do or what not to do next time. Leave no room for misinterpretation. Being fast and specific will make it easier for you to do it and makes it easier for the other person to receive it.

Notes:

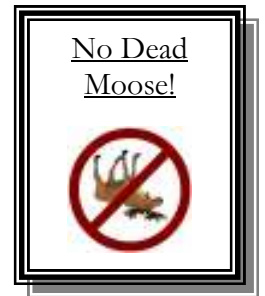
Principle: Leaders _____ conflict they don't run from it.

Three Categories of Dead Moose

1. Non-verbal communication (Recognize Immediately)
2. Dead Moose you're not so sure about (4 Part Response)
3. Dead Moose you're sure about (4 Part Response)

Ground Rules for Addressing Dead Moose:

- Typically reserved for jugular issues. Jugular issues are issues that end relationships.
- You have one of three choices when dealing with an obstacle in the way of success.
 - *live with it, run from it or address it*
- Always best, if possible, to be handled in the moment. If not, then the sooner the better.
- More of an art less of a science.
- Requires good judgment and a lot of caring.
- To do this well you must create an environment of safety.
- Avoid silence or violence or passive-aggressive behavior. The only acceptable behavior when faced with conflict is assertive. Assertive behavior is built on the mindset that relationships work when both people get what they want and need.
- Addressing a "Dead Moose" is taking responsibility for making a relationship work and it demonstrates you care. When you don't address a "Dead Moose" it means you don't care.
- Make it private and make it one-on-one.
- Check your ego. This is not about winning and losing.



Non-verbal Dead Moose.

Recognize Immediately!

- Don't guess at what non-verbal body language and communication is trying to say.
- If you were to guess you would very rarely be 100% correct.
- Asking means you care.

Dead Moose You're Sure About

The 4 Part Response -

Part 1 – State your issue...

“I have a concern.”

or “I’m confused.”

or “I have a question.”

Part 2 – Create safety and security.

“I need your help...”

Part 3 – State the Dead Moose specifically.

Part 4 – Solve the concern, problem or confusion together (brainstorm).

“What do we do?”

Part 4a – Wait for a response... “Silence”, “Wait, wait, wait.”

Part 4b – Thank them for their help resolving the issue.

“I appreciate your help with this...”

Dead Moose You're Not Sure About

The 4 Part Response -

Part 1 – State your issue...

“I have a concern.”

Part 2 – Create safety and security.

“I may be way off base here.”

Part 3 – State the Dead Moose specifically.

“My gut is telling me you want me off your team.”

Part 3a – Check in...

“Am I completely off base?”

Optional... “because if I’m not off base I just want to discuss what we might be able to do about it.”

Tip... Try to stay away from the words right, wrong, true, false, accurate, inaccurate, correct, incorrect or on target, off target. Remember, these words can make blood flow to the hands and feet and not the brain.

Part 3b – Wait for a response... “Silence.”

Part 3c – Thank them.

“I greatly appreciate you sharing that with me...”

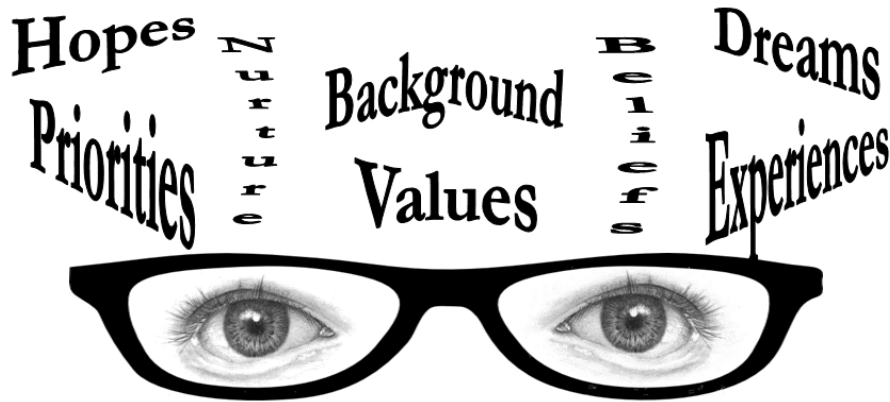
Part 4 – Solve the concern or confusion together (brainstorm).

“What do we do?” or “What do we do now?”

Active Empathic Listening

Great communicators listen with the intent to understand, not reply.

Understanding = Content + Meaning.



Problem: We do not listen with the intent to understand. We listen with the intent to reply.

- ◆ We listen out of our own autobiography.
- ◆ Our autobiography is the way we see the world.

Four Autobiographical Responses

- Evaluating – I agree/disagree
- Probing – Asking questions
- Advising – Do this / do that
- Interpreting – This is what you meant

Empathic listening is to listen within the frame of reference of another.

Types Of Empathic Listening Responses

- ◆ Repeat, verbatim, what was said
- ◆ Rephrase content
- ◆ Reflect feelings
- ◆ Rephrase content and reflect feelings
- ◆ Know when to exit!

The autobiographical response that I most often use is _____.

What if you can't lead?

- Manage (you can't lead everyone).
- Management is a secret you keep with yourself. Don't tell anyone else when you are managing someone.
- Set expectations and manage follow through. Management is an active process, not a passive one. Hold them accountable for their actions and behavior.
- Remain polite and courteous at all times (hi, goodbye, thank you, good luck).
- Prepare chit chat & small talk. Safe conversations that pass time, like the weather, are great.
- Separate the person from their actions. Maybe they regret their actions as much as you do.
- Agree to disagree. You don't have to agree on everything for a relationship to work. Find what you agree on and stick to it.
- Focus on the positive (strengths). They do have strengths if you look hard enough.
- Good management *can* lead to leadership. Good management can improve a relationship which is our definition of leadership. Some people are looking for nothing more than a well managed relationship.
- Well managed relationships can be good or even great relationships. The goal of management is to maintain trust not improve it. If trust is high and you keep it high it can be a good or even great relationship.

How to Win Friends & Influence People
By Dale Carnegie

In talking with people, don't begin by discussing the things on which you differ. Begin by emphasizing—and keep on emphasizing—the things on which you agree.

Notes:

Safe & Fun Conversations

What are three things you would like to do before you die?
When was the first time you felt grown up?
What is a little known fact that few people know about you?
Have you ever been out of the United States?
Would you be more likely to re-gift, return, store away or throw out a gift you didn't like?
When did you have your first alcoholic drink?
Have you ever broken any bones? Have you ever had stitches?
Do you have anything that you collect?
If you were given three years to turn \$100M into \$200M how would you do it?
What was the 1st concert you ever attended? Last concert? Best concert?
Have you gotten your fifteen minutes of fame? What for? Have you ever been on TV for any reason? How about the newspaper?
When you were little, what did you want to be when you grew up?
Have you ever been in a car accident? Speeding ticket?
What was your favorite school year? Why? What do you remember most?
How did you meet your best friend? Spouse? Date?
What is the most dangerous thing you have ever done?
Who was your idol growing up? Why? Where are they now? Did you still follow their career?
What's the best award or recognition you have ever received?
Who is the most famous person you ever met and spoke to?
What is your favorite comfort food? Late night binge food?
Who taught you the birds and the bees?
What was the worst punishment you ever received and what was it for?
What is your favorite way to spend \$25?
What's the most expensive thing you ever lost? Purchased?
What is your earliest childhood memory?
What is the nicest compliment you have ever received?
Why did you pick the college you went to?
What was your first job? How did you find your first real job?
What was your all time favorite toy growing up?
What are you passionate about?
What is the best prize you ever won?
What is your favorite holiday? Why?
Have you ever been lost? Really, really lost? What happened?
Who would you love to meet?
Who was your favorite teacher? What grade? What made him/her your favorite?
Did you ever go away to camp? If so where? Would you recommend it?
When people ask you your age what number comes to mind first?
What time do you normally go to bed? What is the latest you have ever slept?
What is your all time, #1 most embarrassing moment?
What is the most afraid you've ever been in your life?
Have you ever received anything for free that you shouldn't have?

EMPLOYMENT MOTIVATION CHECKLIST

To discover what motivates you, rank each of the following 18 items. Pick your number one answer from each group of six and then rank your top three.

Job Security	_____	
Interesting Work	_____	
Growth Opportunity / Gain Experience	_____	#1 _____
Enjoy the day-to-day tasks of the job	_____	
Freedom / Autonomy / Empowerment	_____	
Overall benefits package	_____	
Promotions / Advancement	_____	
Relationships with coworkers and/or colleagues	_____	
Belief in mission & purpose of the organization	_____	#1 _____
Fair and consistent work environment	_____	
Social aspects of work environment	_____	
Size of company (Revenue, Employees, Locations)	_____	
Like supervisor or manager	_____	
Recognition and appreciation	_____	
Belonging / Being a part of something bigger	_____	#1 _____
Location or distance from home	_____	
Hours / Flexibility of hours	_____	
Good Wages	_____	

Ask your supervisor to complete the checklist with respect to his/her perceptions of what motivates you, and then share your responses. Discuss similarities & differences.

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Company: _____

Date: _____

Your Name: _____

Position: _____

Work Number: _____

Email: _____

Instructor

How would you rate the instructor?

	<u>Poor</u>			<u>Average</u>				<u>Excellent</u>		
Presentation Skills	1	2	3	4	5	6	7	8	9	10
Knowledge of Subject Matter	1	2	3	4	5	6	7	8	9	10
Well Prepared	1	2	3	4	5	6	7	8	9	10

Results

	<u>Strongly Disagree</u>					<u>Strongly Agree</u>				
This applied to both my personal and professional life.	1	2	3	4	5	6	7	8	9	10
Information presented was practical and easy to understand.	1	2	3	4	5	6	7	8	9	10
This presentation was a good use of my time.	1	2	3	4	5	6	7	8	9	10

What was the most beneficial aspect of this training for you?

What would you change or recommend improving for future trainings?

YOUR HELP!

(Optional) Do you know of a group or organization that may have interest in a speech or training on this topic that you could refer me to?

Name of Contact: _____

Company/Department: _____

Contact Phone: _____

Email: _____

Name of Contact: _____

Company/Department: _____

Contact Phone: _____

Email: _____

Please send me an email with your information so I can forward it along.

Please send me an invitation to connect on LinkedIn.

I Would Just Like To Say... _____

