

# Leading Relationships

Communicate Effectively, Resolve Conflict,  
Hold Others Accountable & Lead High Performance Relationships



**Presenter:**

**Steve McClatchy**

**Alleer Training & Consulting**

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

**Steve@Alleer.com**

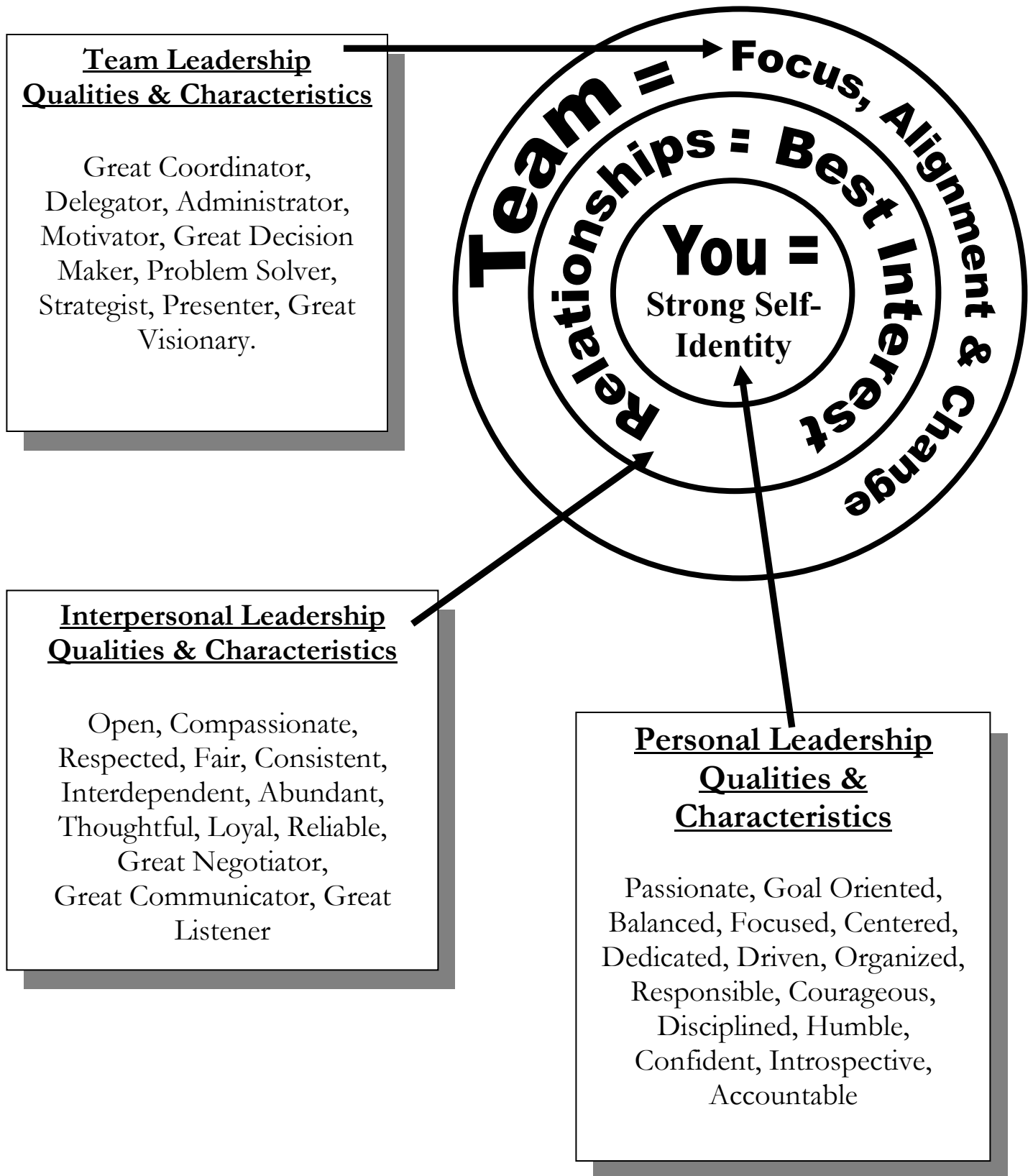
**Toll Free 800-860-1171**

**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? Does low trust impact the following:

- 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, that is in the other person's best interest, 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 motive behind your actions is desire (want to) and not fear ("have to" or compliance) and the action is in the best interest of another you are building trust.
- The best way to build trust in a relationship is to consistently do things you don't have to do in the other person's best interest. If actions speak louder than words the actions that speak the loudest are driven by desire not fear.

Motivation?  
Desire  
Fear

**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 and meeting each other's needs not about separation and winning. It is best to check your ego when it comes to relationships.
- If you have ever won or 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. Relationships are about needs being met not about winning or losing. Leave competition for games, activities or anything where a score is kept. If you are keeping score in a relationship then you are playing games not meeting needs.



**Your Best Relationships:**

- In your best relationships you focus on strengths, endearing qualities and strongest characteristics and you manage weaknesses, flaws, idiosyncrasies, and shortcomings. When weaknesses can't be ignored management means mindfully minimizing, redirecting, diverting, deflecting, and reducing the amount of time spent in that area.
- Success in relationships is not just about choosing the right person, it's about deciding where to put your focus and attention and doing everything to set the relationship up for success.
- We can acquire a taste for food, art, music, hobbies and we can do the same thing with people by focusing on their strengths, endearing qualities and strongest characteristics.

**Selective Blindness:** When focusing on one thing you don't see the other. If you focus on someone's strengths long enough and hard enough it makes it much easier to manage their weaknesses.

Notes:

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### Sample List of Strengths

Analytical	Driven/Motivated	Presentation Skills
Great Listener	Smart	Confident
Strong Work Ethic	Tech-savvy	Persistent
Compassionate	Thoughtful/Kind	Dedicated
Fair	Reliable	Fast Worker
Consistent	Full of Ideas	Polite
Loyal	Laid Back /Patient	Humble
Disciplined	Sense of humor	Focused
Independent	Willing to Help	Competent
Social/Fun	Organized	Easily Adapts
Continuous Learner	Includes Everyone	Detail Oriented
Spontaneous	Takes Responsibility	Strategic

### Strengths Turned Weakness

Suspicious	Over competitive	Master Manipulator
Have Nothing to Say	Show Off	Conceited
Workaholic	Nerd	Annoying
Too Compassionate	Kiss up	Obsessed
Weak	Controlling	Too Fast/Sloppy
Creature of Habit	Know it all	Passive Aggressive
Patronizing	Lazy	Wimpy
Perfectionist	Class Clown	Narrow-minded
Loner	Nosy	Obsessive Compulsive
Procrastinator	Uptight	Flighty
Teacher's Pet	Indecisive	Nit Picky
No Self Control	Martyr	Aim but Never Fire

Strengths (Most Successful Relationships):

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Strengths: (Most Challenging Relationship):

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**Giving Praise:**

When giving praise be specific and take as long as you need. Be sure to praise what specific actions, decisions, behaviors, skills and/or effort that 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 other 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 more likely that it will sink in and the action will be repeated.

**Giving Feedback:**

When providing negative feedback be fast and concise. 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 concise so that it takes less time and be specific so the person knows what to do or what not to do next time. Leave no room for misinterpretation but don’t belabor your point. Being fast and concise (swift) will make it easier for you to do it and makes it easier for the other person to receive it.

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**Five Levels of Maturity:** Each stage of this model requires a different level of maturity to be successful. Success at each level builds another layer of trust. If the relationship is not mature enough to handle success at a given level then return the relationship to the previous level where you were successful.

1. **Recognition** – I acknowledge you and you acknowledge me. We say hello, goodbye, thank you, good luck and stay polite and courteous at all times. We don't wait for the other person to say hello first and we don't play games with how and when we say hello and goodbye to each other.
2. **Facts and Agreements** – We can safely and securely exchange facts. We tell the truth and we don't lie. We can agree on things that are factual and don't look for silly ways to argue them. We engage in safe conversations where facts and the details of past events are easily exchanged. We make agreements and we always follow through on what we said we were going to do. If we don't follow through we don't pretend we didn't make the agreement, we apologize, and acknowledge the impact our lack of follow through had on the other person.
3. **Opinions** – We will agree. We will disagree. The key to success at this level is the ability to see things from the other person's perspective. If we can't see things from a perspective that is different from our own then we are not mature enough to share opinions. We don't change our opinion based on our mood or how we feel. We are consistent with our opinions and don't flip flop unless new information and data has sincerely changed our point of view. We don't use tenure, titles or politics to win a negotiation. We are open to being influenced and it's not either our way or the highway we consistently seek the best way.
4. **Vulnerabilities** – We can safely and securely share our hopes, dreams, fears, insecurities, shortcomings, idiosyncrasies and faults. We are vulnerable when we say things like "I'm sorry", "I didn't know" and "I made a mistake." Success at this level is being confident that if you were to say these things they would not be used against you in the future, talked about behind your back or used in any way that is not in your best interest.
5. **Needs** – We share our true needs, priorities, and what is important to us (respect, money, appreciation, safety, security, growth, development, purpose, status, recognition, love, choice, variety, responsibility, reputation) with assurance that the other person would only ever use this knowledge to help, assist, support, encourage or root us on as you pursue meeting them.

## **Apologize:**

Relationships are about meeting needs not about winning or losing. When you break a commitment the relationship now has a need for an apology. Your apology should be sincere and communicate your remorse, your regret and your commitment not to repeat the behavior again in the future. When you don't apologize you are prioritizing being right and winning over meeting a need. When you apologize for something focus on the part where you can take responsibility. Don't offer an apology and then explain away all responsibility; that is not an apology. An apology is admitting where your action, decision, behavior or words were regretful.

## **Accept Apologies:**

If the apology is sincere and you sense regret, remorse and a commitment not to repeat the action again, accept the apology by saying "apology accepted." This lets the other person know the relationship has been repaired. Accepting an apology means you forgive what happened. After you have accepted an apology from someone, don't revisit the issue unless they do it again.

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

## **Addressing Broken Agreements:**

The 4 Part Response

**Part 1** – Create safety and security.

"I need your help."

**Part 2** – Make a new agreement.

"Can I talk to you about something?"

**Part 3** – State the broken agreement specifically.

**Part 4** – Solve the problem together.

"What do we do?"

## **Be Prepared:**

- Yelling creates a hostile environment. If the other person yells share with them that if you can't discuss the problem without yelling then you will not be discussing the problem.
- If the person responds by attacking you they are sidetracking. You had the courage to bring up a specific broken agreement with them so you get to resolve that broken agreement before addressing any of their issues.
- If the person responds with anything other than an apology steer the conversation in the direction of an apology and that you are just looking for confidence that it won't happen again.



## **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 collect anything?

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? Do 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?

# 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 will help me both personally and professionally	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 speech for you?

\_\_\_\_\_

\_\_\_\_\_

What would you change or recommend improving for future speeches?

\_\_\_\_\_

\_\_\_\_\_

**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... \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_