Pre-8: Relationships at Work: Mastering the Common Denominator
Mike Kublin
Session Objectives . . .

- Recognize key behaviors that build and strengthen relationships
- Align your style and approach with those you interact with
- Explore how to leverage your strengths and recognize and address your challenges that impact positive relationships
- Learn strategies that support best practices
- Commit to making a change today!

ICE BREAKER – DISC Cards

Words that describe D, i, S, or C behavioral dimensions

JOHARI WINDOW

<table>
<thead>
<tr>
<th>Known to Self</th>
<th>Not Known to Self</th>
</tr>
</thead>
<tbody>
<tr>
<td>Known to Others</td>
<td>Open</td>
</tr>
<tr>
<td>Not Known to Others</td>
<td>Hidden</td>
</tr>
<tr>
<td></td>
<td>Unknown</td>
</tr>
</tbody>
</table>

<<<<< Trust >>>>>>
SELF AWARENESS – how self aware are you? Do you understand your strengths, weaknesses, and what you’re passionate about?
Do you leverage and share your strengths with others?
How readily do you ask for help, and ask those around you to contribute their strengths?

Success Occurs When They:
- Focus on Collective Results
- Hold One Another Accountable
- Commit and Persist
- Engage in Healthy Conflict
- Trust One Another
Are Your Relationships Built On:

- Trust?
- Healthy conflict?
- Commitment to decisions?
- Mutual accountability?
- Achieving collective results?
- How do YOU build positive relationships?

TO TRUST OR NOT TO TRUST . . .

Each of us has the ability to choose to trust or not to trust. The range includes an absolute unwillingness to trust, to the extreme, a willingness to trust everything. This range of trust levels may cause conflict in both personal and professional relationships.

1. Using a scale of 1 - 5 (1=not trusting at all; 5=trusting everyone and everything), how would you rate your ability to trust?
2. What factors influence your ability to trust someone?
3. Think of a relationship where you believe trust exists. Why do you feel that way? Were they any special/unique behaviors?
4. What is the one behavior that someone MUST display for you to begin to build trust?
5. Have you ever lost trust in someone? If yes, were you able to rebuilt trust? How were you able to do this?

TRUST – The Pillars That Keep Relationships Strong

Using a scale of 1-5 (1=not trusting at all; 5=trusting everyone and everything), answer:

6. How likely are you to trust your team members?
7. Do team members admit their weaknesses and mistakes?
8. Are team members open to asking others for help?
9. Is the team open and receptive to questions about their own area of responsibility? Are they receptive to feedback?
10. Do team members jump to conclusions or hold grudges?
Exercise 5 for 10

Have you ever lost trust in someone? If yes, were you able to rebuild trust? How were you able to do this?

Factors Impacting

- Our own tendency to trust
- Our history and experience with an individual
- Commitment levels
- Similarities and differences
- Our relative power and authority
- Our work environment

PeopleTek Team Results:

<table>
<thead>
<tr>
<th></th>
<th>Your Team's Average Score</th>
<th>Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>4.13</td>
<td>97 %</td>
</tr>
<tr>
<td>Conflict</td>
<td>4.41</td>
<td>99 %</td>
</tr>
<tr>
<td>Commitment</td>
<td>4.16</td>
<td>94 %</td>
</tr>
<tr>
<td>Accountability</td>
<td>3.59</td>
<td>94 %</td>
</tr>
<tr>
<td>Results</td>
<td>4.19</td>
<td>95 %</td>
</tr>
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</table>
Without conflict there is no leadership!

**DEFINITIONS:**

**Conflict** - is any situation where your concerns or desires differ from another person's

**Assertiveness** - is the extent to which an individual attempts to satisfy his own concerns

**Cooperativeness** - is the extent to which an individual attempts to satisfy another person's concerns

**Trust Impacts Healthy Conflict**

<table>
<thead>
<tr>
<th></th>
<th>Almost Always</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Usually</th>
<th>Almost Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team members acknowledge their weaknesses to one another</td>
<td>3.33</td>
<td>4.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team members willingly apologize to one another</td>
<td>3.34</td>
<td>4.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team members are unguarded and genuine with one another</td>
<td>3.35</td>
<td>4.4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PeopleTek's Team's Survey Results for Trust: 4.13 = HIGH
CONFLICT MODES

- COMPETING
- COLLABORATION
- COMPROMISING
- AVOIDING
- ACCOMMODATING

Your Effectiveness in handling conflict depends on two factors:

1. Knowing when to use each mode
2. Having the skills to perform each mode well

Thomas-Kilmann Modes

- Competing
  - The goal is "to win"

- Collaborating
  - The goal is "to find a win-win solution"

- Compromising
  - The goal is "to find a middle ground"

- Avoiding
  - The goal is "to avoid"

- Accommodating
  - The goal is "to please"

Constructive vs Destructive

- Constructive
  - Artificial Harmony
- Destructive
  - Mean-Spirited Personal Attacks

See "5 Dysfunctions of a Team", Lencioni
All Conflict Modes Are Effective

It’s a matter of WHEN!

- **COMPETING**
  - Assertive and Uncooperative – *Win/Lose*
  - Power-oriented
  - Individual is seeking to win his or her position e.g. standing up for your rights, defending a position you believe is correct, or simply trying to win.

- **COLLABORATING**
  - Assertive and Cooperative – *Win/Win*
  - Working together to find a solution that fully satisfies the concerns of both
  - Digging in to an issue to identify underlying concerns and finding an alternative that meets both sets of concerns

- **COMPROMISING**
  - Intermediate Assertive and Cooperative – *Both parties Win and Lose*
  - Object is to find an expedient, mutually acceptable solution that partially satisfied both parties
  - Middle ground between competing and accommodating
AVOIDING

- Unassertive and uncooperative – Lose/Lose
- Not immediately pursuing either party’s concerns – does not address the conflict
- Might be diplomatically sidestepping an issue, postponing to a better time, or withdrawing from a threatening situation

ACCOMMODATING

- Unassertive and cooperative – Lose/Win
- Reject your own concerns to satisfy the concerns of the other person – some self-sacrifice
- Might be selfless generosity, obeying an order, or yielding to another point of view

When To Use AVOID

1. Issue unimportant or more important issues pressing
2. Perceive no chance of satisfying your concerns
3. Potential costs of confronting outweigh benefit of resolution
4. Delay to gather more info
5. Others can resolve more effectively
6. Issues seems symptomatic of another more basic issue
7. Avoid emotional conflicts
8. Avoid issues where little can be gained
9. Know when to postpone an issue

Avoiding Skills

1. Ability to withdraw.
2. Sidestepping.
3. Sense of timing.
4. Able to leave things unresolved.
5. Deciding what is important
6. Avoiding without being evasive
7. Breaking the anger cycle
When To Use Collaborating

1. Need to find integrated solution & concerns too important to be compromised
2. Objective is to learn & you wish to test your assumptions & understand others’ views
3. Want to merge insights from others w/ different perspectives on problem
4. Want to gain commitment by incorporating others’ concerns into consensual decision
5. Need to work through hard feelings that have interfered with a relationship
6. Recognize (and build) conditions that enable collaboration

Try to collaborate on important issues

Collaborating Skills

1. Ability to listen
2. Non-threatening confrontations analyzing input
3. Identifying concerns
4. Setting the right tone when raising the issue
5. Identifying both people’s underlying concerns
6. Stating the conflict as a mutual problem
7. Brainstorming solutions and picking the best one
8. Being firm when necessary – “Firm flexibility”
9. Collaborating in groups

When To Use Competing

1. Quick, decisive action is vital (emergency)
2. Important issues when unpopular action needs implementing (cost cutting, rules)
3. Vital issues when you know you’re right
4. Need to protect self from people who take advantage of noncompetitive behavior.
5. Compete on vital issues where collaborating isn’t feasible

Competing Skills

1. Ability to argue or debate
2. Ability to use rank or influence
3. Asserting your opinions & feelings
4. Standing your ground
5. Stating your position clearly
6. Being persuasive
7. Fighting Fair
8. Using warnings instead of threats
9. Imposing a decision
10. Using tough love to enforce standards
When To Use Compromising

1. Goal is moderately important but not worth effort compared to the potential disruption of being more assertive
2. Two opponents with equal power are strongly committed to mutually exclusive goals
3. To achieve temporary settlement of a complex issue
4. Need to arrive at expedient solution under time pressure
5. Backup when collaboration or competition fails
6. Take turns bearing the small costs
7. Compromise on significant issues when competing and collaborating are not practical

Compromising Skills

1. Negotiating
2. Finding a middle ground
3. Making concessions
4. Assessing value
5. Moving from competing: making partial concessions
6. Focusing on fairness: “principled” compromise

When To Use Accommodating

1. You realize you are wrong; to allow a better solution to be considered; learn from others & to show you’re reasonable
2. Issue more important to other person than to you; make a small sacrifice
3. To build up social credits for later issues that are important to you
4. You are outmatched and losing and more competition would only damage your cause
5. Preserving harmony & avoiding disruption are important
6. Want to help your employees develop by allowing them to learn from their mistakes
7. Concede when you are overruled or losing
8. Accommodate to clean up hard feelings

Accommodating Skills

1. Forgoing your desires (see value in not “winning” all the time)
2. Selflessness (focus on the needs & concerns of others)
3. Obeying orders (take direction w/out being rebellious or willful)
4. Conceding gracefully
5. Planting seeds
6. Satisfying a complaint
That Only 1% Do To Maintain Strong Relationships:

1. Understand themselves and others
2. Have a clear direction on where they are going and why
3. Hold themselves and others accountable (including building team/soft skills)

Relationship Tips:

1. Be receptive to coaching or direction from those you trust, and from your leader
2. Focus on expectations and understand desired results
3. Stay current on required work skills
4. Share successes and accomplishments
5. Escalate issues and problems immediately so your leader is not blind sided
6. Be loyal to and support your organization; avoid gossip

7. If integrity issues exist, escalate them with facts and specific events
8. Solicit feedback from your leader and/or direct reports to assess what’s working well and what is not
9. Consider how you respond to situations; are you contributing to a non-productive relationship?

10. Key questions to ask to diffuse any situation and build relationships are:
   “What could I do to help?”
   “How can I improve the situation, issue, etc”
   “So you think I could . . . ”

11. Learn from your experiences and model your leadership behaviors after a leader you admire!
**Drag Yourself Up and Out**

1. Address Issues Head On (Thomas-Kilmann Conflict)
2. Commit To Continual Learning
3. Clearly Communicate Expectations

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**My Personal Commitment:**

I commit to build and maintain stronger relationships by:

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**Next Steps . . . .**

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