



STRENGTHENING WORKING RELATIONSHIPS

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INSTRUCTIONS FOR THE PRESENTATION

- Think of one person in your organization (other than yourself). Write it down.
- WIIFM
 - What's In It For Me?
 - You have my permission to be selfish
 - Feel free to interrupt me.
- I need you to contribute to the discussion



OVERVIEW

Themes & Concerns

Definitions & Stats

Relationship Factors

WIIFM Stats

Tools

Demonstrations/Practice



THEMES & CONCERNS

Interviews

THEMES & CONCERNS

Communication

Residents

Intradepartmental

Interdepartmental

Council member to council
member/mayor

THEMES & CONCERNS

Change

Culture shifts-old ways vs new

Mayor & council change often

THEMES & CONCERNS

Establishing trust

Intra & Inter departmental

Residents

Fellow council members

THEMES & CONCERNS

Millennial workforce

Developing a larger view than just yourself

Work toward a common goal

Motivation

Tenured employees

THEMES & CONCERNS

Loss of institutional knowledge

Loss of council members' or mayor's
knowledge & city government experience

Staff quits or retires

You feel alone in your job

Never ending/losing battle



THEMES & CONCERNS

What have I missed?



THEMES & CONCERNS

Vast majority has to do with working
relationships

DEFINITIONS & STATS

Engaged: being enthusiastic about work

Disengaged: merely putting in your time, no energy or passion

Actively disengaged: out to do harm to the organization

31.0% of the US workforce is engaged at work

DEFINITIONS & STATS

Engaged

Millennials

Gen Xers

Baby Boomers

Traditionalists

29%

32%

33%

45%

Not Engaged

55%

50%

48%

41%

Actively Disengaged

16%

18%

19%

14%

DEFINITIONS & STATS

29%

US state/local
government workers
are engaged

27%

US Federal
government workers
are engaged.

DEFINITIONS & STATS

Why are we talking about engagement?

Engagement is the end result of:

Excellent communication

High trust

Healthy Working Relationships

DEFINITIONS & STATS

37%

Lower
absenteeism

28%

Less shrinkage

10%

Higher customer
metrics

21%

Higher
productivity

48%

Fewer safety
incidents

25%

Lower turnover
(in high turnover
orgs)

65%

Lower turnover
(low turnover orgs)

22%

Higher
profitability



DEFINITIONS & STATS

70%

of engagement is due to the closest leader



RELATIONSHIP FACTORS

How do you strengthen working relationships?

You practice four Relationship Factors.

RELATIONSHIP FACTORS

I examined four leadership traits:

Partnership, Acceptance, Compassion and
Evocation

PACE

I call them the Relationship Factors



RELATIONSHIP FACTORS

Partnership

Time for a demonstration



RELATIONSHIP FACTORS

Partnership

Working together

We are tug boats along side of our people

Leaders recognize the other person as a fellow expert

A partnership honors an individual's experience and autonomy, and does not involve persuading, confronting, warning, coercing, educating, or exercising authority over the individual

RELATIONSHIP FACTORS

Acceptance

Four aspects:

Absolute worth: fundamental acceptance as a person

Affirmation: to discover and acknowledge an individual's strengths and efforts

Autonomy: the right and capacity of self-direction

Accurate empathy: to accept and understand another's perspective and feelings neutrally, and to not judge or evaluate in any way

RELATIONSHIP FACTORS

Compassion

Actively promoting the other's welfare, to give priority to the other's needs, to deliberately act in a kind and generous way in order to reduce suffering and promote the welfare of others



MOVIECLIPS.COM

RELATIONSHIP FACTORS

Evoking

To be genuinely curious

To distill rather than instill by asking sincere questions.

A strengths based premise and focus

The embodiment or demonstration of P,A & C

WIIFM STATS

Engagement increased:

61%

When a leader
focused on
strengths

45%

When a leader
focused on
weaknesses

2%

When a leader
ignored the team
member

WIIFM STATS

Rhode Island-ranked near the bottom of Gallup's engagement ranking across the US

Focused on strengths

Jumped 10 places in the rankings in one year

WIIFM STATS

The Relationship Factors in “Utah’s Best Businesses to Work For”

Presence score 122.18/140

Importance score was of 125.99/140

The Relationship Factors account for:

62.2% of a person’s combined sense of achievement and recognition

WIIFM STATS

○ C Tanner reported

- When asked, “What is the most important thing your company or manager could do that would help you produce Great Work?”, 37% of employees surveyed responded: **Recognize me**
- The next most common response was Nothing, I am self-motivated (13%)

WIIFM STATS

How powerful is praise?

Only 31% of your team would feel stressed instead of 48%

53% would stay with the company longer if the boss would be more appreciative

76% feel like they can do just about anything!!

81% work harder after a compliment

WIIFM STATS

The Relationship Factors
drive communication &
recognition

Key components of
engagement

TOOLS

OARS

Open ended questions

Affirmations

Reflections

Summaries

TOOLS

Open ended questions

Not Yes or No

Invite person to elaborate on a thought

Encourage the person to reflect

May invite pro-change

When the answers move in the best direction, you affirm that direction

TOOLS

Affirmations

Emotional support or encouragement

Acknowledge a response

Acknowledge intent or desire

Acknowledge a person's self worth/value to the team or organization

Recognize a person's talents, skills

Demonstrate respect and acceptance of the team member

Reflections

Restate in different words

An educated guess of intent

Ensures you understand the team member's intent

To "continue the paragraph"

Demonstrates your comprehension and interest in the topic and more importantly, the person

Summaries

To link and reinforce several thoughts a team member has expressed during the conversation

Types

List - A collection of ideas

Linking - Link ideas together

Transitional - Shift from one focus to another

TOOLS

Importance Ruler

Scale of 1 – 10

How important is _____ to you?



TOOLS

Why did you choose _____?

What does a +1/ -1 look like?

TOOLS

Ability Ruler

Scale of 1 – 10

How confident are you that you can do _____?

TOOLS

Why did you choose _____?

What will it take for you to choose + 1?



APPLICATIONS

Performance

Conflict

Negotiations

Fact discovery



PRACTICE, PRACTICE, PRACTICE

Who has a scenario to share??

TOOLS

Relationship
Factors

Partnership

Acceptance

Compassion

Evoking

OARS

Open Ended
Questions

Affirmations

Reflections

Summaries

Rulers

Ability

Confidence



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