STRENGTHENING WORKING RELATIONSHIPS

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VERITAS LEADERSHIP RESEARCH AND CONSULTING
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
Interviews
Communication

Residents

Intradepartmental

Interdepartmental

Council member to council member/mayor
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?
Vast majority has to do with working relationships
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

<table>
<thead>
<tr>
<th></th>
<th>Millennials</th>
<th>Gen Xers</th>
<th>Baby Boomers</th>
<th>Traditionalists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaged</td>
<td>29%</td>
<td>32%</td>
<td>33%</td>
<td>45%</td>
</tr>
<tr>
<td>Not Engaged</td>
<td>55%</td>
<td>50%</td>
<td>48%</td>
<td>41%</td>
</tr>
<tr>
<td>Actively Disengaged</td>
<td>16%</td>
<td>18%</td>
<td>19%</td>
<td>14%</td>
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</table>
DEFINITIONS & STATS

29% US state/local government workers are engaged.

27% US Federal government workers are engaged.
Why are we talking about engagement?

Engagement is the end result of:

Excellent communication

High trust

Healthy Working Relationships
### DEFINITIONS & STATS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>Lower absenteeism</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>Less shrinkage</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>Higher customer metrics</td>
<td>10%</td>
<td></td>
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<tr>
<td>Higher productivity</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Fewer safety incidents</td>
<td>48%</td>
<td></td>
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<tr>
<td>Lower turnover (high turnover orgs)</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Lower turnover (low turnover orgs)</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>Higher profitability</td>
<td>22%</td>
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</table>
DEFINITIONS & STATS

70% of engagement is due to the closest leader
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
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.
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
Engagement increased:

- 61% When a leader focused on strengths
- 45% When a leader focused on weaknesses
- 2% When a leader ignored the team member
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
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
O 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%)
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
The Relationship Factors drive communication & recognition

Key components of engagement
OARS

Open ended questions
Affirmations
Reflections
Summaries
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
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
Importance Ruler

Scale of 1 – 10

How important is ________________ to you?
Why did you choose ___________?

What does a +1/ -1 look like?
Ability Ruler

Scale of 1 – 10

How confident are you that you can do ___________?
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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