

# FOUNDATIONS TO POWERFUL RELATIONSHIPS

VERITAS  
LEADERSHIP RESEARCH & CONSULTING

*Applying research to the art of leadership*

Dr. Steven S. Merrill



# CHALLENGE #1

- Communication
  - Connecting in a meaningful way
  - Different languages: accounting, finance, marketing, operations
    - Things get lost in the translation

## CHALLENGE #2

- Competing for budget \$\$
  - Self preservation
  - Favorite child, department, program etc.

# CHALLENGE #3

- STRESS
  - My own stress
  - Team's stress
  - How to keep up morale during the “*season of stress*”



# REASONS

*Why are working relationships so critical?*

The manager  
accounts for **at least 70%**  
of an employee's  
engagement





REASONS

60%

Increase in engagement



REASONS

81%

Work harder





REASONS

43%

Best possible life



REASONS

31%

Lower turnover





# REASONS

**Great work** is expanding the influence of your job, going beyond what's expected, and creating improvements that benefit others.

Your focus is on much more than routine execution and delivery. It is on making positive changes and creating new value that impacts the world around you.

# REASONS

Engagement increased:

**61%**

When a leader  
focused on  
strengths

**45%**

When a leader  
focused on  
weaknesses

**2%**

When a leader  
ignored the team  
member

# YOU ARE THE REASON

You are the face of your organization

You are the reason team members refer their friends

You are the brand of your organization

You are the reason your team is loyal

You are the reason there are less accidents

You are the reason for productivity

You are the reason for creativity & innovation





REASONS

32.1%  
Engaged





# LEADERSHIP

The art of helping a person see what is best for him or her and what is best for the organization, and then do it.

Most often, it is the same thing



# RELATIONSHIP FACTORS

Partnership

Acceptance

Compassion

Evocation

# PACE



REASONS

62.2%  
of achievement and  
recognition



REASONS

84.3

Customer Service score



# RELATIONSHIP FACTORS

Partnership

Time for a demonstration



# RELATIONSHIP FACTORS

## **Partnership**

Working together

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



# 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



# 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

Recognize a person's talents, skills

Demonstrate respect and acceptance of the team member

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

# TOOLS

## 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?



# CERTIFY, DON'T BRIEF

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# TOOLS

*Relationship  
Factors*

*OARS*

*Rulers*

Partnership

Open Ended  
Questions

Importance  
Ability

Acceptance

Affirmations

Compassion

Reflections

*Certifications*

Evoking

Summaries





# CONTACT

## VERITAS LEADERSHIP RESEARCH & CONSULTING

STEVE MERRILL

385-549-4148 (M)

[STEVE@VLRC1.COM](mailto:STEVE@VLRC1.COM)

[WWW.VLRC1.COM](http://WWW.VLRC1.COM)