

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

Acceptance

Affirmations

Ability

Compassion

Reflections

Certifications

Evoking

Summaries





CONTACT

VERITAS LEADERSHIP RESEARCH & CONSULTING

STEVE MERRILL

385-549-4148 (M)

STEVE@VLRC1.COM

WWW.VLRC1.COM