Relationship Management

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Relationships

	Self or Individual	**Intimate or team**	**Group**
Informational	❑ Self esteem ❑ Self awareness	❑ **Customer profiles** ❑ **Knowledge of Human Behavior**	❑ Knowledge of groups ❑ Org charts
Affecting results	❑ Confidence ❑ **2-minute rule** ❑ Birth Order	❑ **Rapport** ❑ **Strokes** ❑ Emotional Bank Account (Covey) ❑ **Ok-not OK** ❑ **Transactional Analysis** ❑ **NLP**	❑ Customer, Government, and Internal Corporate relationships ❑ **Corp. Personality** ❑ Political skills

Big Picture of Relationships

<u>Rule</u>: No one ever died, saying "I wished I had made more money, or spent more time at the office"

If a tree falls in the forest, and there is no one there to hear it, does it make noise?

Without relationships, you can only accomplish what you can do yourself.

Your accomplishments are only important in so far as they have an impact on someone.   The results of your efforts must be accepted by others.

Others can refuse your contribution for a lot of reasons:

- o Not sufficient value
- o Doesn't address a need
- o They don't want to help you
- o They actively want to "un-help" you

Rule: "The ability to make and manage relationships is the single most important skill for effectiveness"

The "2-Minute Rule" of Bonding and Rapport:

1. People make a judgment on first meeting you to decide:
   - ❑ Are you competent
   - ❑ Can you be trusted

2. It is over in 2 minutes
   - ❑ A good CEO takes 15 seconds,
   - ❑ An inexperienced professional takes 4 minutes

3. Most of the communication is non-verbal

4. Once a Judgment is made, it is seldom changed
   - ❑ A positive judgment – start the next 2 minutes, but with a lower detector
   - ❑ A negative judgment is almost never changed to positive

5. Learn to control your behavior for 4 Minutes

Ref: Benton

- o How is such core information communicated so quickly?

- o Why do we have such a strong "competence and trust" detector hardwired?

Parts of Communication:

- • Verbal (the words you say)   = 7%
- • Tonality (how you say it)   = 38%
- • Body Language   = 55%

Bonding and Rapport:

Overall Goal: Get Comfortable with the other person. This is called **Rapport.** It involves

- ❑ Human Relations
- ❑ Personality
- ❑ Communication
- ❑ Psychological Issues

Rapport is established by:

1. Physiology (body language)
2. Tonality (How you say it)
3. Verbal (words we use)

To build Rapport, you must show a **genuine interest** in the other person, as a person. It cannot be "phony".

A lot of our ability to establish interest comes from remembering things about the other person

Learn to use a Customer Profile!!! This is the engineer's crutch.

- ❑ Keep track of your customer's interests
- ❑ Have it in front of you EVERY time you make a call
- ❑ Review it before every face to face interaction
- ❑ Keep it current

Personality and Information Processing Differences:

There are many ways to describe the differences between people.

1. Personality "Handedness"
   - DISC/DEAA
   - Myers-Briggs
   - Emotional/ Physical/ Intellectual centered
   - Others

2. Neural Linguistic Programming (NLP)
   - Visual/ Auditory/ Kinesthetic

3. Birth Order
   - First, Second, Last

4. Left Brain/ Right Brain dominant

5. Transactional Analysis
   - Parent (CP/ NP)
   - Adult
   - Child (NC/ AC/ RC)

6. Techniques for building and maintaining relationships
   - OK / Not OK
   - Strokes
   - Active listening
   - Mirroring and Matching
   - Rescue

Introduction to Transactional Analysis

What is it? Why study it? When would I use it?

- TA is the science of how people interact. (Every interaction is a "transaction").

- Developed and popularized in the late 60's (Thomas Harris et al)

- Fundamental to the understanding of Sales and Communication

- Fundamental to understanding and managing people.

- No sales, no people, no business

We have several "ego states", from which we can respond to an "event"

> Parent State:
> > Critical Parent
> > Nurturing Parent
>
> Adult State:
>
> Child State:
> > Adaptive Child
> > Rebellious Child
> > Natural Child

T.A. (cont.)

Examples of responses to a question: "***Would you do this for me*?**"

CP: Why can't you do this yourself?
NP: I'd be happy to help you, if you need the help

A: Certainly, for the proper consideration

AC: I'll do whatever you want
RC: Screw off
NC: Let's forget it and go party

You also don't really know from which state a question comes.

e.g. "***Where were you last night?***" might mean:

CP: I know you were doing something you shouldn't have done, what was it?
NP   I was worried about you, are you OK?

A: I am just seeking information, to show interest in your life.

AC   Did I do a good job looking after business while you were away?
RC   Who are you to leave me alone?
NC   Why didn't you ask me to go along for the good time?

Problems arise from "Cross Transactions", i.e. a child response to an adult question.

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T.A (cont.)

Straight transactions:
> Parent to parent
> Child to child
> Adult to adult
> Parent to child
> Child to parent

States to strive for as a business leader
> Nurturing Parent
> Adult
> (Selective use of critical parent)

States to strive for in sales
> Nurturing Parent

Avoid Child states.

Birth Order impacts your "most comfortable" child state":
> First born: Adaptive
> Second Born: Rebellious
> Last-Born: Natural

Rule: "Nurture, nurture, nurture"

In many companies the "Critical Parent" is institutionalized in the corporate culture. How can this be changed?

Rule: "The normal response to Critical Parent is Rebellious Child"

OK / Not OK

98% of people want to feel "OK". (2% actively seek to be not OK)

If you are feeling "not OK" for some reason, it is normal to try to fix it
- Most usual approach is to find someone more "not-OK" than you are
- "At least I'm not that bad"

If you find someone "Too not-OK",
- Try to help them
- Avoid them
- Shoot them

If you find someone "too-OK", it is normal to "try to make them less OK"
- How do you feel about Bill Gates?
- If people are "too-OK" we try to take them down a peg.

Most people spend a lot of time trying to maintain their OK-ness.

Most people will help you become "more-OK", so long as you don't become more OK than they are.
- What happened to Clinton's popularity during his impeachment?

We get our OK-ness through interactions with other people.
- Through these interactions we have "transactions", where Ok-ness is transferred

Neural Linguistic Programming (NLP):

People process information in different ways

- Visual
- Auditory
- Kinesthetic

The way you learn (receive and process information) can be different than the way you teach (transmit information).

Everyone is different.

RESPECT the differences.

- Do not assume everyone is like you
- Take the time to learn how your audience works
- When in doubt, use all three:
            Show it
            Say it
            Let them feel it

Further reading:

        Brooks,M; "Instant Rapport"

Strokes

Strokes are
- ❑ The unit of transaction between people.
- ❑ What everyone actually works for. People don't work for money, once their basic requirements are met

Strokes can be:
- ❑ Verbal
- ❑ Auditory
- ❑ Kinesthetic

Strokes can be:
- ❑ Conditional
- ❑ Unconditional
- ❑ Positive
- ❑ Negative
- ❑ Boomerangs

Everyone has a "stroke requirement" that has to be filled up EVERY DAY.
- ❑ Some have LARGE requirements
- ❑ Some have small requirements
- ❑ Some can never get their requirements met

A relationship can be defined by the "normal" number of strokes between the parties.
- ❑ Both parties will strive to maintain the average.

Rules:
- ❑ If a person is stroke deprived, they will spend their time looking for strokes
- ❑ If someone gives you a stroke, they are often looking for one

The most effective people are masters at managing strokes.

Customer Profiles

The most powerful positive stroke is showing genuine interest in another person
- ❑ Remembering something personal
- ❑ Inquiring about their peers, family, work, or hobbies

Some people's brains are wired to retain this information naturally, other's are not
- ❑ Technical people are typically the worst. (It is not an accident that you did not choose a "people profession")

How do you keep track of this information, so you can give strokes when necessary.
- ❑ Write it down, in a manner that you can retrieve it when necessary.

This is called a Customer Profile. (Taken from Harvey McKay's 66 points)

- ❑ Have it in front of you when you make a phone call
- ❑ Review it before you see someone face-to-face
- ❑ Keep it current. Update after each call or meeting where you get new information
- ❑ Keep it simple.

This is probably the most powerful tool you can adopt as a technical person

Rule: "In the country of the blind, the one-eyed man is king"

Note: The information on the following 2 pages is an example only. Use a template that is right for your business. Also, this can be incorporated into your contact manager, such as Lotus organizer, or MS Outlook.

Customer Profile

Customer:_____

Title:_____   Secretary's name:_____
Business Address: Home Address:

    Company: _____   Street: _____

    Street: _____   City: _____

    City: _____   State/Zip: _____

    State/Zip: _____   Tel: _____

    Tel: _____   Fax: _____

    Fax: _____   e-mail: _____

    e-mail: _____   Birthday: _____

Family:

Spouse/S.O.:_____   Occupation: _____

    School(s):_____   Title: _____

         _____   Company: _____

    S.O. Interests:_____

_____

_____

Kids:

Name	Age	School	Interests
_____	___	_____	_____
_____	___	_____	_____
_____	___	_____	_____
_____	___	_____	_____

Pets: _____

Birth Order: _____
Sibling notes: _____

_____
Other:
    Father's occupation:_____
    Mother's occupation:_____
    Father's/mother's success:_____
    Major weaknesses/Fatal flaws:_____

Customer Profile, Cont.

Interests:
Car Type(s): _____ _____ _____

Recreation Interests:_____
_____

Special interests, philosophies, or notes:_____
_____
_____
_____

School(s) and Degrees:_____ Strong feelings_____
_____ Strong feelings_____

Military experience:_____

Languages:_____

Nationality (if important to him)_____
Previous towns lived in:_____
Childhood Area/town:_____
Eating/drinking notes:_____
Visual/Auditory/Kinesthetic_____
D, I, S, C (notes)_____
Competence/trust notes_____

Current Job:_____

Previous positions with current company_____
_____
_____

Previous Employers:_____
_____
_____

Particular expertise of note:_____
_____
_____
_____
_____
_____
_____

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Some (non-obvious) People Rules:

❑ What is the image a person takes the most "<u>trouble</u>" to present? Assume he is the opposite.
>   "A good miner never finds gold".

❑ If someone accuses you of something, and you are <u>not</u> doing it, assume he is doing it. (e.g. lying, back-dealing, etc.). Otherwise, it would not be in his "frontal lobes"
>   ❑ If you are doing it, **or thinking about doing it**, he/she may just be astute

❑ Everyone is in the game for their own reasons. The better you understand the reasons of your key team members and customers, the greater your chance of success.

Some e-People rules:

❑ The Person in front of you is ALWAYS more important than your phone, PDA, or any other interruption. Never "take a call", unless you have warned of it in advance.

❑ Instant Communication devices (e.g. cell phones, Blackberries) enable micromanagement. This destroys the "bench" in an organization, and overworks the upper management. Not good, long term fatal.

❑ Mass communication technology can enable "single issue advocacy" groups to hijack an organization. Act quickly to fix, or you will be the next victim.

The Personality of Your Corporate Culture

Corporations have personalities. It is instructive to look at your corporate culture from what we have learned.

1. Parent State:
    - ❑ Critical Parent
    - ❑ Nurturing Parent
    - ❑ Adult
    - ❑ Child

2. DISC
    - ❑ Dominant (Results focused)
    - ❑ Influencing (Customer focused)
    - ❑ Steady Relater (People focused)
    - ❑ Cautious thinker (Analysis focused)

3 Decision-Making style
    - ❑ Decisive: (little information, single outcome)
    - ❑ Flexible: (Little information, multiple outcomes)
    - ❑ Integrative: (Lots of information, multiple outcomes)
    - ❑ Hierarchic: (Lots of information, single outcome)

4. Information Processing(NLP)
    - ❑ Visual: (Like charts and graphs, and written reports. Simple measurables)
    - ❑ Auditory: (Like data, tables of numbers, presentations, complicated measurables)
    - ❑ Kinesthetic (Need to "touch". Visit the vendors, see the plants, get comfortable. Resistant to change relationships)

5. Type of Company
   - ❑ Operationally Excellent
   - ❑ Product and technology
   - ❑ Customer Empathy

6. Corporate Motivation Behaviors
   - ❑ Stroke giving: High / Low
   - ❑ Type of strokes: Conditional / unconditional
                              Positive / negative / boomerang
   - ❑ Accountability: High / low
   - ❑ Results-rewards linked: Strong / weak

7. Other Corporate Personality traits
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____

Rule: Unfortunately, your success in an organization is proportional to your "match" to the Corporate Personality (especially "decision-making style).

Rules:

❑ People like to interact with people they feel comfortable with.

❑ People have different personalities. Learn and respect the differences

❑ We get our OK-ness through transactions with other people

❑ Nurture, Nurture, Nurture

❑ The normal response to Critical Parent is Rebellious Child

❑ Effective people use and manage strokes

❑ Use Customer Profiles. In the country of the blind, the one-eyed man is king.

❑ Your Company has a personality. Know it, work within it. If you have a mismatch, recognize it and move on.

❑ Beware of "frontal lobes" issues

❑ Everyone is in the game for their own reasons.