Agenda

Training Objectives

• Understand factors that are important for building good relationships, such as:
  » Perceptions
  » Emotions
  » Communication

• Learn *how to build satisfying* work relationships in a team environment.

• Learn *how to address change and conflict* in work teams.
Why are work relationships important?

• Having good relationships with your fellow workers creates a more pleasant work environment and can have important consequences for your own career.

For example, those that get along with others tend to:

• Be more satisfied with their jobs
• Accomplish goals more quickly as others are willing to help
• Have better chances of receiving promotions and pay increases
Relationship-building factor: Perceptions

**Perceptions**: when individuals make observations about other people, places, or situations and then form opinions (good or bad) about them.

- In the workplace, it is particularly important to consider how others perceive us.
Relationship-building factor: Perceptions

How to Ensure Others in the Workplace Positively Perceive You:

1.) Pay attention to your outward professional appearance:
   • Maintain work-appropriate dress, personal hygiene, and an overall well-kept appearance.

2.) Acknowledge how you communicate and present yourself to others:
   • It is important to notice both your verbal and nonverbal communication.

3.) Pay attention to your interpersonal interactions:
   • Be friendly and sociable with others.
Relationship-building factor: Perceptions

How to Enhance Others’ Positive Perceptions

Focus on Building Rapport:

• One way to do this is by using “mirroring techniques.”
  – **Mirroring**: imitating the other person's physical positions and mannerisms, and/or imitating the other person's verbal approach and style.
    • **Example of physical mirroring**: making the same physical movements as someone else, such as crossing your arms in a similar manner.
    • **Example of communication/verbal mirroring**: Smiling or frowning at appropriate parts of the other person’s conversation or using similar phrases and wording while talking.
Other ways to build rapport include:

- Keep communication positive
- Express sincere interest in others
- Focus on finding commonalities between people
- Try to build trust by being reliable in your words and actions
- Show respect in the way you treat and interact with others
Relationship-building factor:
Emotions

It is important to have *emotional intelligence* (EQ) when working in teams with others.

- **Emotional Intelligence**: means having “emotional empathy” and paying attention to both one’s own and others’ emotions and moods. The next step involves knowing how to respond in an appropriate manner to the given situation.

- When emotional intelligence is developed, it allows you to build on your level of *self-awareness*, so that you are more clearly able to recognize your behaviors, moods, and impulses.

- With this self-awareness, you will be better able to manage your behaviors and emotions.
It is valuable for you to maintain a high self-esteem and strongly developed self-concept in a teamwork environment. In order to work well with others, it is important to first have a strong sense and understanding of oneself.

- **Self-esteem in the workplace**: Feeling satisfied and content with the meaningfulness and quality of your work and performance.
  - Ways to build self-esteem include: focusing on projects that you are passionate about, learning new skills that will be useful to you, acknowledging your accomplishments on a weekly basis, and focusing on positive thinking.

- **Self-concept in the workplace**: involves knowledge about the self, such as beliefs regarding personality traits, characteristics, abilities, values, goals, and roles.
Identify your personal communication style:
When working with others, it is important to know how you communicate and to consider how others will perceive your style of communication.

There are 3 basic communication styles:

1.) Aggressive ~ Close-minded, poor listener, has difficulty seeing the other person's point of view, interrupts, and monopolizes the conversation.

2.) Passive ~ Indirect, always agrees, doesn't speak up, and hesitant to participate.

3.) Assertive ~ Effective, active listener, states observations, does not use labels or judgments, expresses self directly, honestly, and as soon as possible about feelings, and checks up on others' feelings.

* Assertive communicators are often the most desirable in the workplace.

For additional information, please visit:
http://www.leadership-tools.com/communication-skill.html
**Verbal versus nonverbal communication:**

**Verbal communication:** any type of oral communication that involves words. Verbal communication provides direction and information.

Example = Telling your coworker, “you did a good job” when they completed a presentation.

**Nonverbal communication:** messages that are sent without using words. Nonverbal communication provides clarity and reinforces verbal communication.

Example = Smiling at your coworker during the presentation to show them that you think they are doing a good job.

- Verbal and nonverbal communication are meant to complement one another.
- When they do not match each other, it can lead to confusion or distrust.
Effective listening is a form of nonverbal communication:

- Effective listening involves giving your complete attention and actively absorbing information from a speaker. This sends a message and communicates your interest.

- It is also important to provide feedback to the speaker and let them know that the message was received.

We often do not listen as well as we think we do
- For example: research has shown that the average person listens at only about 25% efficiency

- The benefits of effective listening include:
  - Getting more information from people, increasing others' trust in you, and being better able to reduce conflict
**Relationship-building factor: Communication**

**Tips for becoming a more effective listener:**

1.) *Reflect*: show the speaker that you heard their message by paraphrasing back to them what was said.

2.) *Probe*: search for additional information by asking questions that require the speaker to either clarify or elaborate on information.

3.) *Avoid Deflecting*: stay on topic and do not shift the discussion to an irrelevant topic or yourself.

4.) *Avoid Trying to Give Advice*: Sometimes people want to discuss things with you, but are not necessarily looking for a solution. In such situations, your advice can sometimes be seen as condescending. Wait until someone asks directly for your advice before giving it.
Relationship-building factor: Communication

Direct versus indirect communication:

Direct communication = involves saying exactly what you think and attempting to convince others that you are right.

Indirect communication = involves observing, asking questions, and presenting possibilities.

Qualities of direct communicators:  
• Use clear, definitive statements  
• Participate actively in meetings  
• Make their points with conviction  
• Are comfortable telling others what to do  
• Use words like “should” and “have to”  
• Tell others why their ideas should be adopted

Qualities of indirect communicators:  
• Ask a lot of questions.  
• Quietly observe in meetings  
• Offer suggestions for consideration  
• Like to get others involved in discussions  
• Use words like “maybe” and “possibly”  
• Ask others to consider their ideas

*** Both direct and indirect communication are useful in the workplace, but their effectiveness depends on the situation.
Building trust in the work environment is important and helps us to:

- Feel that we are able to rely on another person
- Cooperate and perform in teams
- Communicate in ways that we believe are credible
- Take risks that are well thought-out and discussed

How to establish trust in an organization:

- Leaders play an important role in building trust; they should maintain trustworthy and honest communication with their team members.
- Having a strong vision and unified mission in which everyone is onboard can further build trust.
- Providing information as to how decisions are made and ensuring that everyone is included in the decision-making process is important.
Key aspects of building work relationships

*Maintaining a positive attitude helps us to get along better with our coworkers and team members.*

It also makes people want to be around us and helps us to strengthen our interpersonal relationships.

How to assure positive attitudes in the workplace:

- Don’t criticize or complain about people.
- Appreciate people.
- Be genuinely interested in others.
- Be a good listener.
- Avoid arguing, and understand that you aren’t always right in every situation.
- Make suggestions, rather than telling people how they need to do something.
Additional steps to build good work relationships

1.) Focus on generating solutions rather than just identifying problems
2.) Always include coworkers or team members in a discussion about a problem if they are affected by it
3.) Keep your commitments and stick to your deadlines
4.) Share credit with others for accomplishments & ideas
5.) Help others grow and bring out their best abilities
Additional steps to build good work relationships

On a frequent basis, perform a “needs assessment” of your current work relationships to determine what areas are well-developed, and what areas are in need of improvement.

• One way to do this is with a SWOT Analysis
• SWOT = Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T)
SWOT Analyses are often used as strategic management tools for organizations. However, they may also be useful when evaluating a work team and its relationships.

- Strengths & weaknesses can be examined internally. For example, you can examine the internal resources and capabilities of the team as indicators of Strengths. If anything is lacking from these, it could be considered a Weakness.

- Opportunities & threats may then be examined externally. For example, you may look for how the external environment is either offering the potential for growth of the team (Opportunities) or how it is limiting the team (Threats).
How to prepare for change

Change occurs quite frequently in the business world and can have an impact on work teams.

• Change can come from *internal* (within the organization) or *external* (outside environment) sources.
  • Examples of internal changes: restructuring the team, adding new team members or a new leader, laying off employees, or changing the way that work is done.
  • Examples of external changes: new and different competitors or laws come about that affect the business or organization.

*** It is important to note that people in a work team may handle change differently
- They may: accept it, resist it, worry about its effects, or be indifferent

• It is up to the team leader to understand and handle the style in which members of their team deal with change.
How to prepare for change

Steps for a team leader to prepare the team for change:

1.) Analyze how the change will affect the team and each person on it.
2.) Communicate the change to the team as a whole during regular team meetings- discuss positives & negatives, provide a rationale for the change and make sure everyone on the team understands. Allow time for members to challenge and question the change and pay attention to potential barriers and resistance from them.

3.) Meet with individual members if more clarification is needed.
4.) Make a formalized plan for the change and how success will be measured.
Conclusions

• Maintaining positive work relations is essential for a team to function well and can have useful consequences for members.
• Acknowledging the importance of perceptions, emotions, & communication is key for building effective relationships.

• Performing a “needs assessment” and examining work relationships allows for you to make any required changes or adjustments.
• Be prepared for change as it often occurs within organizations and is essential for the growth and development of teams.
Test your Knowledge

After completing this module, a supplemental quiz should be taken in order to receive credit for the training.

• Follow the link below: