



Connect Up

**Building
Powerful
Relationships**

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What are the Objectives?

1. **Better understand the people in your life**
2. **Quickly connect and build rapport**
3. **De-escalate conflict situations**

Think back to a **job interaction** that had a **big impact on you...**

1 What Worked?

Experience/Feelings

2 What **Didn't** Work?

Experience/Feelings

Yes, we're going to talk about real stuff



The focus in this workshop is on increasing the effectiveness of your interactions



Focus on Relationships

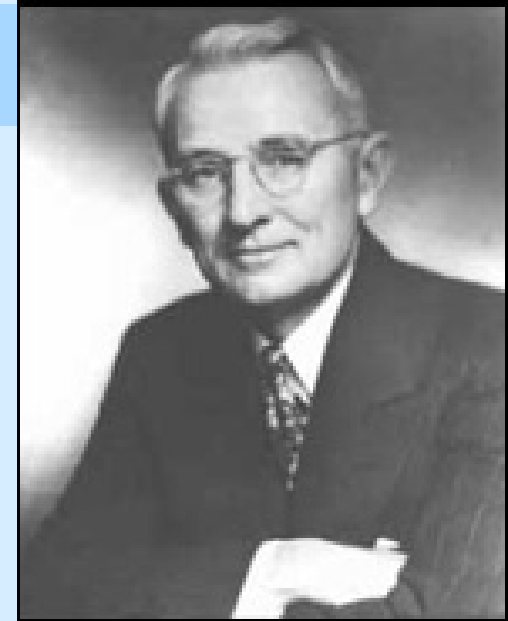
- Almost every novel and movie is about relationships
- Are relationship skills inherited, learned, both?
- People have been focused on “relationships” for a long time

Dale Carnegie - 1935

wrote a book called

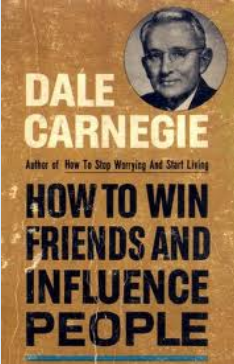
How to Win Friends and Influence People

- Sold 15 million copies globally
- *New York Times* best seller for 10 years
- Originally a 14-week course



Six Ways to Make People Like You

- 1 Become genuinely interested in other people
- 2 Smile
- 3 Remember that a man's name is to him the sweetest and most important sound in any language
- 4 Be a good listener. Encourage others to talk about themselves
- 5 Talk in the terms of the other man's interest
- 6 Make the other person feel important and do it sincerely



Relationships: the Core of Success

- People want to **network** with people they like
 - People are **more open** with people they like
 - People **help** people they like
 - People are **more likely to forgive** people they like
-
- The Caring Doctor Defense 2005 Trial Magazine
 - NY Times article about doctors apologizing for mistakes

Relationship Sustainability



- Good relationships take a long time to build and a short time to ruin
- Whether you know it or not; you have an emotional bank account for every relationship
- Think about your important relationships at work and at home

Building Intimacy

- Understand someone's life & work (responsibilities, pressures)
- Be able to gather a lot of information from and about them



Communication, Again?

***“Seek first to understand,
then to be understood”***

Stephen Covey

Let's refresh some basic listening skills

- Active listening
- Open-ended questions

How People Listen

Listening Approach	Description	Behaviors
Passive	Is very common. The listener is present non-verbally, but participates little.	<ul style="list-style-type: none">• Occasional, “uh-huh”• Little expression
Selective	Very common. Hearings what they want to hear. Inconsistent listening efforts.	<ul style="list-style-type: none">• Sits quietly• Defensiveness• Interrupts
Attentive	More productive. More engaged & less judgmental	<ul style="list-style-type: none">• Displays interest• Verbal acknowledgements such as, “I see”, “yes”, etc.• Raises questions to draw out message• Asks questions for greater clarity
Active	The most powerful. Receives the speakers message with care & respect. Works to verify understanding	<ul style="list-style-type: none">• Patience• Verbal feedback• Acknowledgement of emotions• Speaking up when unclear



Amateur vs. Professional

- Amateur vs. Professional is more about a mindset than a skill set
- What makes a professional?
- Why do professionals ***practice***?
- Professional doesn't mean being perfect. It means knowing when you are in the amateur zone and being able to move back toward professionalism
- The amateur is satisfied that they know how to do something, the professional is always looking for how they can do it better



Active Listening



Amateur

- Doesn't probe or follow up
- Doesn't check by restating
- Doesn't summarize

Professional

- **Probes**: "can you tell me more?"
- **Paraphrases** to check understanding
- **Summarizes** progress of conversation from time to time

Active Listening



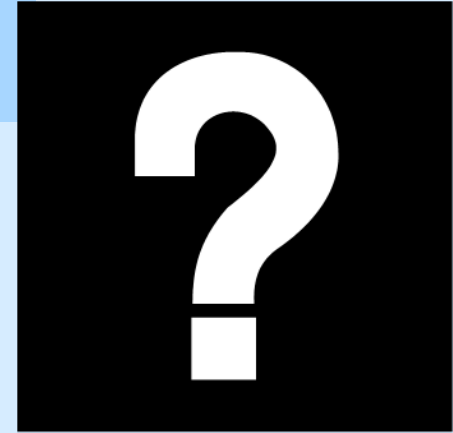
Amateur

- Shifts focus to self:
“When something like that happens to me”
- Rejects other’s ideas:
“You should have done this, or it’s better to do that”
- Doesn’t show empathy:
“I don’t see how you can feel like that”

Professional

- **Keeps focus on customer:**
“When that happened, how did it affect you”
- **Remains neutral:**
“That’s interesting. Can you tell me more about it?”
- **Shows empathy:**
“Sounds like you were/are worried or angry”

Effective Questioning



Open-Ended

Restate and Use Open-Ended Questions

- “What are your thoughts about that?”
- “What’s most important about that for you?”

When Should You Use Open-Ended Questions?

- a) Someone stops talking before you think they are really finished
- b) Someone abruptly changes the subject
- c) Someone keeps repeating themselves



Open-Ended vs. Closed-Ended Questions



Open-Ended

- “Tell me about your relationship with your boss.”
- “What do you think about the two candidates in this election?”
- “How did you select that color shirt?”

Closed-Ended

- “Do you get on well with your boss?”
- “Who will you vote for this election?”
- “What color shirt are you wearing?”

Listening Exercise

1

Turn to person next to you

2

Ask an open-ended question



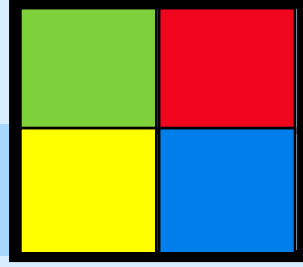


Versatility in Communication

The Golden Rule should really say
“Do unto others as they wish to be done unto”

“ Don't treat others the way
you want to be treated.

Treat people the way *they*
want to be treated ”



Keirsey Preview

- People do tend to have dominant behavioral styles

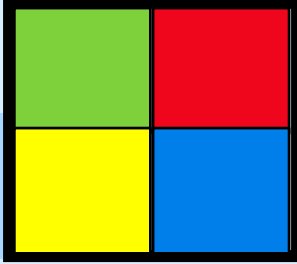
We can make predictions about their behavior and reactions

We can modify our behavior to be more compatible with them

- People absorb information best when it is delivered in alignment with their own natural style

You must recognize what people prefer

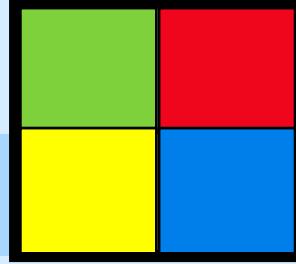
You need to know how to provide it



Why Keirsey Temperaments?

- Connection exists between interpersonal versatility and success
- Ability to understand other people's perspectives is a key success factor
- 65% - 85% of people are very different than us.

Temperaments Tools



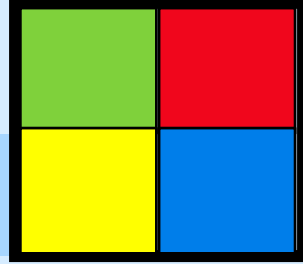
Cooperative

- What is socially acceptable
- What is right
- How it affects people
- Least amount of conflict
- Mutually agreeable
- Follows the rules

- What is most pragmatic
- What works
- People's emotions secondary
- What is most efficient
- Business first
- Breaks the rules for results

Utilitarian

Temperaments Words



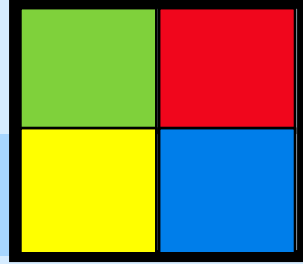
Abstract

- Internal Experiences
- Ideas
- Concepts
- Dreams
- Intuition
- What is possible
- Asks: Why?



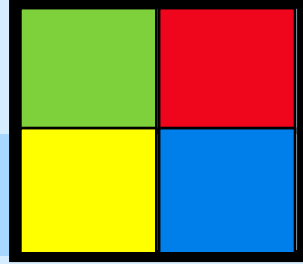
Concrete

- External Observations
- Facts
- Figures
- Results
- Trends
- What is now
- Asks: Who, What, When, Where?



Temperaments

		Words	
		Abstract	Concrete
Tools	Cooperative	<i>Idealist</i>	<i>Guardian</i>
	Utilitarian	<i>Rational</i>	<i>Artisan</i>



Idealist Temperaments

Words

Abstract

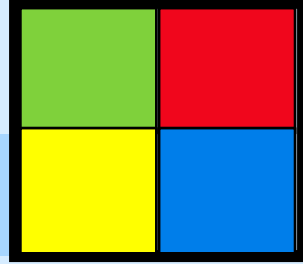
Concrete

Tools

Cooperative

<i>Idealist</i>	<i>Guardian</i>
<i>Rational</i>	<i>Artisan</i>

Utilitarian



Rational Temperaments

Words

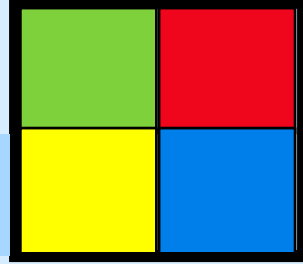
Abstract

Concrete

Tools Cooperative

<i>Idealist</i>	<i>Guardian</i>
<i>Rational</i>	<i>Artisan</i>

Utilitarian



Guardian Temperaments

Words

Abstract

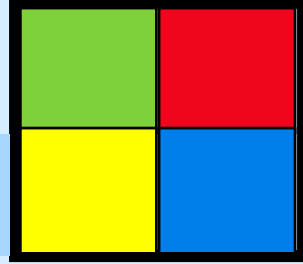
Concrete

Tools

Cooperative

<i>Idealist</i>	<i>Guardian</i>
<i>Rational</i>	<i>Artisan</i>

Utilitarian



Artisan Temperaments

Words

Abstract

Concrete

Tools Cooperative

<i>Idealist</i>	<i>Guardian</i>
<i>Rational</i>	<i>Artisan</i>

Utilitarian

Guess Your Temperament Exercise

- 1** Quickly review the descriptions
- 2** Make your best guess

<i>Idealist</i>	<i>Guardian</i>
<i>Rational</i>	<i>Artisan</i>

IDEALIST

Cooperative – Everyone gets along

Appreciate Their Values

- *Enthusiasm*
- *Trusting Intuition*
- *Seeking Identity*
- *Prizing Recognition*

Understand How They Want to See Themselves

- *Empathetic*
- *Authentic*
- *Benevolent*

Use Their Language

- *Metaphoric*
- *Exaggerating*
- *Explanatory*

Understand Their Orientation

- *Altruistic View of the Present*
- *Optimistic About the Future*
- *See the Potential of People*
- *See the Potential of Situations*

GUARDIAN

Cooperative – Everyone follows the rules

Appreciate Their Values

- *Trusting Authority*
- *Seeking Security*
- *Social Belonging*
- *Prizing Gratitude*

Understand How They Want to See Themselves

- *Dependable*
- *Respectable*
- *Contributing*

Use Their Language

- *Conforming*
- *Comparing*
- *Commanding*

Understand Their Orientation

- *Stoic About the Present*
- *Pessimistic About the Future*
- *Cherish the Past*
(good old days)
- *Rule Creating and Enforcing*

RATIONAL

Utilitarian – What works

Appreciate Their Values

- *Calmness*
- *Reason*
- *Achievement*
- *Building Knowledge*

Understand How They Want to See Themselves

- *Ingenious*
- *Autonomous*
- *Resolute*

Use Their Language

- *Technical*
- *Definite*
- *Doubtful*

Understand Their Orientation

- *Pragmatic About the Present*
- *Skeptical About the Future*
- *Work Supersedes Clock Time*
- *Indifferent Toward People*

ARTISAN

Utilitarian – What works

Appreciate Their Values

- *Excitement*
- *Trusting Impulse*
- *Seeking Stimulation*
- *Prizing Generosity*

Understand How They Want to See Themselves

- *Artistic*
- *Audacious*
- *Adaptable*

Use Their Language

- *Descriptive*
- *Unconventional*
- *Pinpointing*

Understand Their Orientation

- *Hedonistic About the Present*
- *Optimistic About the Future*
- *Cynical About the Past*
- *Fully in the Here and Now*

Communication Tactics for Temperaments

IDEALIST

Cooperative – Everyone gets along

- Don't just listen, interact
- Provide feedback.
- Show that you're interested in what the issue is

GUARDIAN

Cooperative – Everyone follows the rules

- Relax! Guardians appreciate a "calm, cool and collected" style
- Ask them for their help/cooperation
- Consider their schedule

RATIONAL

Utilitarian – What works efficiently

- Be direct and to the point
- Allow them to choose if possible
- Discuss how the results will be accomplished

ARTISAN

Utilitarian – What works elegantly

- Listen to their Priorities
- Provide options
- Focus on the process

Diffusing an Upset Person



Normal vs. Upset Conditions

Normal

- No noticeable discomfort
- Issues are being discussed freely
- Expectations are being met

Upset

- Noticeable interpersonal discomfort
- Discussion of issues is dragging or being dropped
- Some expectations are not being met

Diffusing an Upset Person



- People being upset is not an unusual situation but people often try not to reveal it
- Upset means people are not in a normal frame of reality
- Upset means they are not in a state of receptivity

Diffusing an Upset Person



- **When someone is upset there is no point in discussing issues**
- You can't apply normal interactions in an upset condition there is a disconnect and interactions break down
- Emotionality supersedes rationality and people simply don't hear – take in- what you say
- Being right does no good
- Explaining does no good

Diffusing an Upset Person



- Time to let them ventilate their emotions
- Aim for listening 95% of the time
- Never take things said during Upset personally.
- People are dumping their messy emotional buckets
- Stay calm and deflect the emotions – don't take them personally

Diffusing an Upset Person



- You have a default way of responding when you are upset
- Responding using your own upset responses is appropriate about 25% of the time
- By the way, upset people should be appreciated
- Only about 5% actually complain, the other 95% of dissatisfied people don't

Working with Temperaments Under Stress

IDEALIST

How They Behave

Compliance

- Tend to comply -agree
- Avoid confrontation
- Passive resistance

What You Should Do

Empathize - identify with their feelings

- *You sound frustrated.*
- *I would be angry under those circumstances too.*

GUARDIAN

How They Behave

Dictating

- Demanding & Insisting
- Speaking loudly
- Interrupting

What You Should Do

Initiate - Give specifics of what actions you will take

- *I will bring you an update at 4:00 this afternoon.*
- *I will add 2 resources today.*

RATIONAL

How They Behave

Avoidance

- Change the subject
- Ignore calls & emails
- Deny the issue

What You Should Do

Encourage input without interruptions

- *You are very quiet. Have I said something wrong?*
- *I really want to work with you. What do I need to know?*

ARTISAN

How They Behave

Attacking

- Blaming
- Making it Personal
- Being Irate

What You Should Do

Agree - Validate their feelings

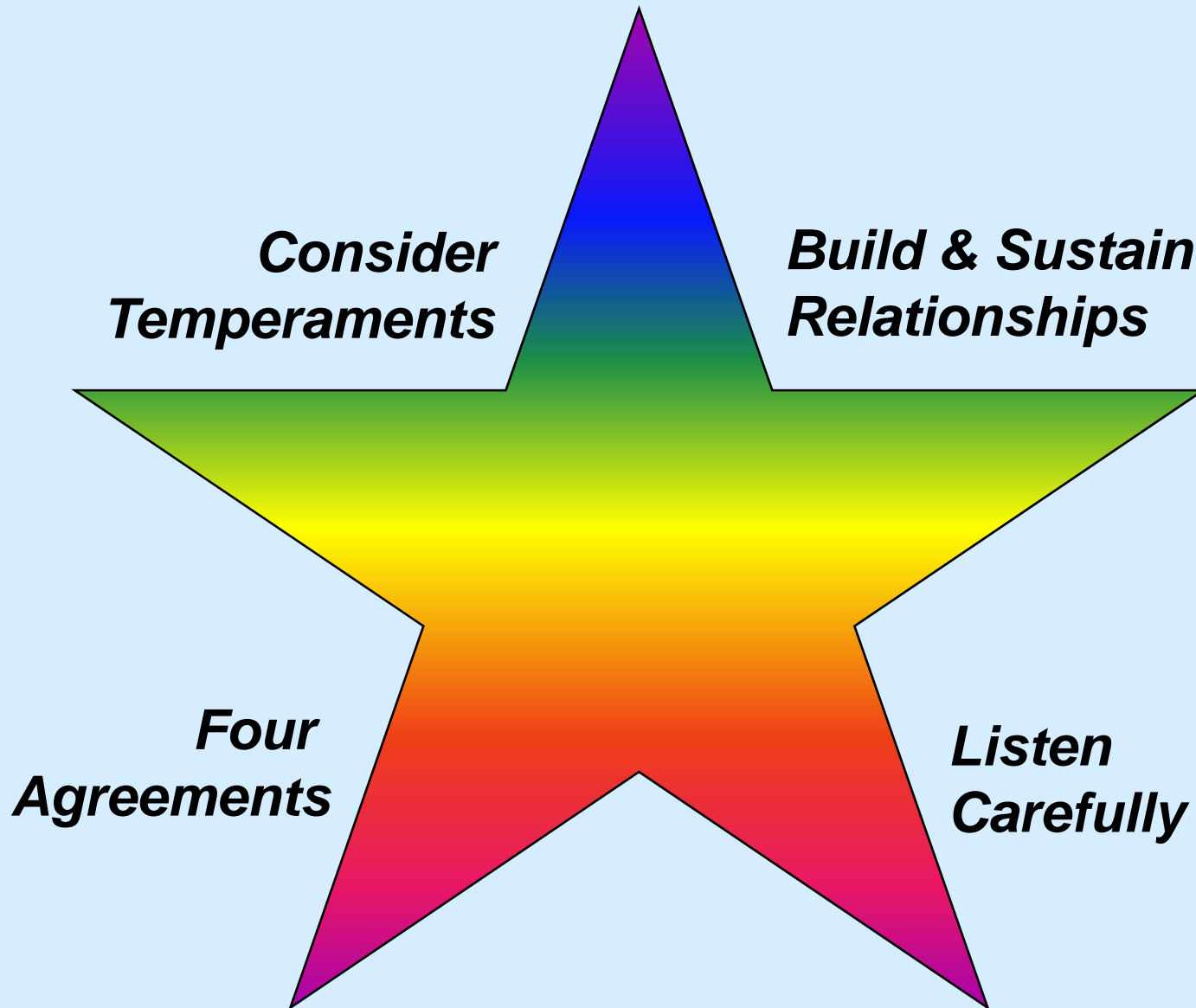
- *You are right.*
- *Your frustration is justified.*
- *We created the problem.*

Connect Up

- Quickly make a positive connection with anyone for either networking or interviewing
- Better understand the people in your life (work and home)
- Quickly connect and build rapport
- Manage Relationships



Successful Relationships



Successful Relationships

