




HOW TO DEVELOP AND MAINTAIN WORKING RELATIONSHIPS

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WHY RELATIONSHIPS?



- What types of relationships exist?
- What is the purpose of a relationship?
- Why do we need other people?
- What is a healthy relationship?
- How do we develop healthy relationships?

WHY DO RELATIONSHIPS AT WORK MATTER?

- "People join organizations, they quit bosses"
- Less than *one-third of Americans* are engaged in their jobs in any given year. Gallup defines *engaged employees* as those who are involved, enthusiastic about and committed to their work and workplace. But the majority of employees are indifferent, sleepwalking through their workday without regard for their performance or their organization's performance.
- Research shows that managers account for at least *70% of variance* in employee engagement scores.
- Gallup Organization, people who have a best friend at work are seven times more likely to be engaged in their jobs. And it doesn't have to be a best friend: Gallup found that people who simply had a good friend in the workplace are more likely to be satisfied.

(<https://www.gallup.com/workplace/736570/employees-for-managers.aspx>)

WHAT DEFINES A HEALTHY RELATIONSHIP?

- Trust
- Mutual Respect
- Mindfulness
- Welcoming diversity
- Open Communication



TRUST



- This is the foundation of every good relationship. When you trust your team and colleagues, you form a powerful bond that helps you to work and communicate more effectively. If you trust the people you work with, you can be open and honest in your thoughts and actions, and you don't have to waste time and energy "watching your back."
- How do you develop trust?

"RISING STRONG" BY BRENE BROWN

- **BRAVING:**
- **B – Boundaries.** You respect my boundaries and when you are not clear about what's OK and what's not OK, you ask. You are willing to say no.
- **R – Reliability.** You do what you say you'll do. At work this means staying aware of your competencies and limitations so that you don't over-promise and are able to deliver on commitments and balance competing priorities.
- **A – Accountability.** You own your mistakes, apologize, and make amends.
- **V – Vault.** You don't share information or experiences that are not yours to share. I need to know that my confidences are kept and that you are not sharing with me information about other people that should be confidential.
- **I – Integrity.** You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.
- **N – Non-judgment.** I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.
- **G – Generosity.** You extend the most generous interpretation possible to the intentions, words and actions of others.

MUTUAL RESPECT

- When you respect the people who you work with, you value their input and ideas, and they value yours. Working together you can develop solutions based on your collective insight, wisdom and creativity.
- Lead by example – be respectful in your interactions with colleagues and employees
- Have clear behavior expectations for your group
- Practice active and attentive listening
- Show people you value and appreciate them and give specific praise
- Share the power and the spotlight – allow others opportunities to excel
- "Praise in public, chastise in private"



MINDFULNESS

- This means taking responsibility for your words and actions. Those who are mindful are careful and attend to what they say, and they don't let their own negative emotions impact the people around them.
- The only major personality trait that consistently leads to success is conscientiousness
 - It includes behaviors such as: arriving on time, doing thorough work, being thoughtful toward your colleagues and being aware of your strengths and weaknesses and how to apply them
- "It's emerging as one of the primary dimensions of successful functioning across the lifespan" Paul Tough writes in "How Children Succeed" "It really goes cradle to grave in terms of how people do."
- Research: conscientiousness linked to income and job satisfaction; the most important factor for finding and retaining employment

WELCOMING DIVERSITY

- People with good relationships not only accept diverse people and opinions, but they welcome them. For instance, when your friends and colleagues offer different opinions from yours, you take the time to consider what they have to say, and factor their insights into your decision-making. (Be the first to listen and the last to speak)
- What makes your group diverse?
- Do you have implicit biases? Find out! <https://implicit.harvard.edu/implicit/takeatest.html>
- Starts with educating yourself - "As Diversity Grows, So Must We" <http://www.ascd.org/publications/educational-leadership/mr07/c64/cm06/As-Diversity-Grows-So-Must-We.aspx>

WHAT TO DO WITH CONFLICT?

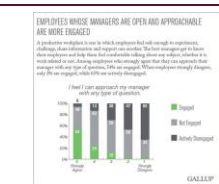


OPEN COMMUNICATION



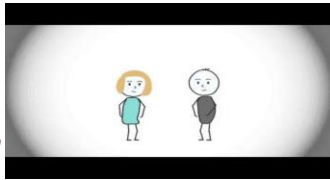
- Communication is often the basis of any healthy relationship, including the one between an employee and his or her manager. All good relationships depend on open, honest communication.
- We communicate all day, whether we're sending emails and IM's, or meeting face to face. The better and more effectively you communicate with those around you, the richer your relationships will be. Legos Activity
- How Good Are Your Communication Skills?
<https://www.mindtools.com/pages/article/newLSD99.htm>

"I FEEL I CAN APPROACH HIM/HER WITH ANY TYPE OF QUESTION"



- Gallup has found that consistent communication -- whether it occurs in person, over the phone or electronically -- is connected to higher engagement.
- Employees whose managers hold regular meetings with them are almost three times as likely to be engaged as employees whose managers do not hold regular meetings with them.
- Gallup also found that engagement is highest among employees who have some form (face-to-face, phone or digital) of daily communication with their managers.

DALE CARNEGIE "HOW TO WIN FRIENDS & INFLUENCE PEOPLE"



HOW TO BUILD HEALTHY WORK RELATIONSHIPS

- Develop Your People Skills – examples: how well you collaborate, communicate and deal with conflict
 - "How Good Are Your People Skills" quiz: https://www.mindtools.com/pages/article/newTMM_36.html
- Identify your relationship needs – what are your goals?
- Schedule the time! – Even if it's 20 minutes of the day broken up into four 5-minute slots of time you intentionally focus on building and maintaining relationships
- Develop your EQ (Emotional Intelligence) -
- Appreciate others – Show gratitude
- Be Positive – Attitudes are contagious (what are you spreading?)
- Have and maintain appropriate boundaries
- Don't gossip or participate in "office politics" – face the problem and talk directly to people
- Active listening – don't always be multi-tasking



"LET IT GO! LET IT GO!"

- Let go of what people think about you
- Let go of perfectionism
- Let go of numbing and powerlessness
- Let go of scarcity
- Let go of the need for certainty
- Let go of comparison
- Let go of exhaustion as a status symbol and productivity as self-worth
- Let go of anxiety as a lifestyle
- Let go of self-doubt and "supposed to"
- Let go of being cool and "always in control"
