

*Thank you for attending the first in the CHAMPS
Change for the Better – Creating Work Relationships that Work
Webcast Series**

Creating Positive Work Relationships: Tools for Increasing Trust and Building Commitment to Shared Goals

A Live and Archived Webcast

Sponsored by Community Health Association of Mountain/Plains States (CHAMPS)

Presented by Libby Wagner on Thursday, October 4, 2007



Supplementary Information Packet

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*For more information about the other webcasts in this series, please visit
http://www.champsonline.org/Events/Distance_Learning.asp.

Learning Objectives

- Using Four Core Dimensions: Respect, Empathy, Specificity, and Genuineness
- How to gain buy-in and commitment
- Behavioral strategies for improving relationships – even the difficult ones!

AAFP Statement

This live webcast has been reviewed and is acceptable for up to 1.5 Elective credits by the American Academy of Family Physicians (AAFP). Application for 1.5 hours of Elective CME credit for the archived version of this webcast will be filed immediately after the live event. Libby Wagner has indicated that she has no relationships to disclose relating to the subject matter of his presentation. The AAFP invites comments on any activity that has been approved for AAFP CME credit. Please forward your comments on the quality of this activity to cmecomment@aafp.org.

Biography of Libby Wagner

Libby Wagner, The *Influencing Coach*, is president of Professional Leadership Results, Inc. A recognized expert in leadership, performance management, and workplace development, she works with business leaders to align their people with their visions.

Influencing Options is her strengths-based, ethical approach to help leaders impact the bottom line with integrity by creating clear visions, gaining commitment and buy-in, and dealing with confrontation without conflict.

Libby is a graduate of the National Institute of Leadership Development and the prestigious Million Dollar Consulting College®. Her client groups include large national and international corporations, colleges and universities, health care organizations, law enforcement and corrections agencies, small businesses, hospitality organizations, and many others. She is the author of numerous publications, including a full-length collection of poems and the forthcoming title, *You and the Horse You Rode Up On: Leadership Skills They Didn't Teach You in Business School*. She holds a Master's Degree in Fine Arts and lives in Seattle where she supports the local coffee industry and rarely carries an umbrella.

Description of CHAMPS


CHAMPS, the Community Health Association of Mountain/Plains States, is a non-profit organization dedicated to providing a coordinating structure of service to the non-profit primary health care programs whose primary purpose is to serve the medically indigent and medically underserved of Region VIII (CO, MT, ND, SD, UT, and WY). CHAMPS also serves the Region VIII State Primary Care Associations that assist those nonprofit primary health care programs (CCHN, MPCA, CHAD, AUCH, and WYPCA).

Currently, CHAMPS programs and services focus on education and training, collaboration and networking, policy and funding communications, and the collection and dissemination of regional data for Region VIII Community, Migrant, and Homeless Health Centers (CHCs) and Primary Care Associations. For more information, please visit <http://www.champsonline.org> or call (303) 861-5165.

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**Change for the Better:
Creating Positive
Working Relationships**
with Libby Wagner
October 4, 2007

Sponsored by
Community Health Association of
Mountain/Plains States (CHAMPS)



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Health
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Views of the presenter do not necessarily represent the official views of CHAMPS or HRSA/BPHC.

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Webcast Goals

Tools for Increasing Trust & Building Commitment to Shared Goals


- Utilizing the Four Core Dimensions: Respect, Empathy, Specificity & Genuineness
- Gaining buy-in and commitment
- Behavioral Strategies to improve relationships—even the difficult ones!




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Benefits of Positive Work Relationships



- Enhances teamwork and collaboration
- Improves productivity
- Impacts morale
- Increases speed and efficiency
- Decreases stress

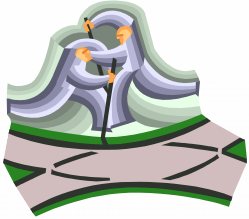



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Costs of Negative Work Relationships

- Decrease productivity, trust, and morale
- Increases turnover and burnout
- Increases stress and conflict
- \$300 billion per year

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I. Why is trust important in the workplace?

- Helps organizations meet their missions and goals effectively.
- Increases speed and decreases costs.*
- Directly impacts work performance.
- Creates the foundation for ethical influencing.

Resource: *The Speed of Trust: The One Thing that Changes Everything* by Steven M.R. Covey and Rebecca Merrill, 2007.




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Can we repair or increase trust that has been lost or damaged?

Yes, but sometimes it's difficult - takes courage, consistency and honesty.

Remember: It is our behaviors that influence, not our intentions!




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Trust at work . . .

Definition: Trust is the belief, at the moment, that the other person is going to be accepting, non-judgmental and honest; they do what they say they will do and you can count on them to follow-up and follow-through. You don't have to like each other, but you believe the person's *word* is good and that their behaviors will match up with what they say.

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Trust Assessment: Your Current Work Relationships

- Refer to Handout 1: Team Assessment
- Identify several members of your team—can include employees, practitioners, clients, etc. Anyone you need to interact with at work.
- Assess your current trust level with each.
- *Question: How might they rate you?*

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Increasing Trust

- If I choose, how can I increase trust in my work relationships?
- What if I don't feel 'safe' with this person?
- How long does it take to increase trust?
- How can I impact the *confidence* and *competence* elements of trust?*

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Key Points

To gain trust, you need to give trust.

It is our behaviors that influence, not our intentions.

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Trust is the desired and highly probable outcome of the delivery of high levels of the Core Dimensions*:

- Respect
- Empathy
- Specificity
- Genuineness

*Based on the research and work of psychologist Robert Carkhuff.

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What behaviors?

What behaviors might you see if someone is delivering high levels of the Core Dimensions to you?

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Core Dimensions

- Refer to Handout 2: Core Dimensions
- Identify 2-3 behaviors per dimension—something you'd see someone do if they were giving you high levels of this dimension.
- What would it look like?



Respect

- They use positive body language, eye contact; seem focused and engaged.
- They ask for your opinion or seek your advice.
- They listen carefully and actively.
- They ask clarifying questions.
- They treat you as if you were important or equal; they use good manners when interacting with you.



Empathy

- They demonstrate they understand what you're feeling and why, without judgment.
- They utilize attending behaviors and demonstrate good listening skills.
- They're willing to share but don't take over a conversation with their stories.
- They ask for permission to share ideas, options or suggestions.



Specificity

- They give you enough information for you to be excellent.
- They don't leave out important details.
- They give clear guidance, specific goals or timelines or expectations.
- They don't make you guess.
- They give both positive and constructive feedback.



Genuineness

- Their actions match up with their words.
- They are willing to own their requests and ideas.
- They do not operate with hidden agendas or politics.
- "What you see is what you get."
- They are willing to demonstrate humility and apologize when appropriate.
- They embody integrity.



Who do you know?

- Go back to Handout 2 and complete the "reflect and self-assess" questions.
- Make sure to identify some very specific descriptors about how you feel when you interact with each kind of person.




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Comparisons

High Levels	Low Levels
Secure	Stressed
Enthusiastic	Frustrated
Energetic	Angry
Confident	Disrespected
Comfortable	Disillusioned
Willing to take risks	Suspicious
Loyal	Do the minimum
Happy	Resistant
Creative	Sick

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This isn't just about being nice . . .

There is a direct correlation between the delivery of the Core Dimensions and Performance Results.

When you choose to deliver high levels of the Core Dimensions, there is a high probability that you will increase trust, morale and commitment.

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Something to think about:

You have a 'bank account' with each person—you're either making deposits or withdrawals. (Covey's *7 Habits*)

Each person has a 'bucket'—you're either filling the bucket or emptying it! (Rath's *How Full is Your Bucket?*)

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II. Gaining Buy-in and Commitment

- A second foundational element for positive working relationships is the ability to gain buy-in and commitment from co-workers.
- It's easier to influence someone when you have commitment to a shared vision or goal.

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Benefits of Gaining Buy-in

- You can concentrate on completing the task or project.
- You can create a true collaborative effort.
- You can eliminate or minimize road blocks or obstacles.



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Challenges of Not Having Commitment



- Projects take longer.
- Decision-making becomes laborious.
- Increases meetings or discussion processes.
- High margin for error.

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Commitment Assessment: Your Current Work Relationships

- Refer to Handout 3: Team Assessment
- Identify several members of your team—can include employees, practitioners, clients, etc. Anyone you need to interact with at work.
- Assess your current commitment level with each.
- *Question: How might they rate you?*



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Understanding vs. Committed

- *Understanding* the goal or vision means they can articulate what it is and they can tell you the justification, etc.
- *Commitment* to the goal or vision means that their behaviors consistently support the goal or vision—it's not just talk, it's action, too.



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Brainstorm

Jot down 2-3 ways you could try to gain buy-in or commitment to a goal or a vision.



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Strategies

- Share as much information as you can.
- Try to include them in the defining of the goals or vision, if possible.
- Ask for their feedback, input or concerns.
- Demonstrate alignment—how their buy-in will line up with the overall organization's goals, mission, etc.
- Help them understand their unique role contributes to the success.



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Key Points

- Refer to Handout 4 and reflect upon the key points for improving work relationships.
- Recognize that when you do improve these relationships, you increase your influencing abilities.
- Identify some goals that you can practice immediately.



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Suggested Resources

- ***The Speed of Trust: The One Thing that Changes Everything*** by Steven M.R. Covey
- ***How Full is Your Bucket?*** By Tom Rath
- www.libbywagner.com for free articles and newsletter



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Q & A

What questions do you have about . . .

- Increasing or repairing trust?
- The Core Dimensions?
- Gaining buy-in and commitment?
- Improving difficult relationships?
- Other?

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Closing

“Every human interaction is for better, or for worse.” R. Carkhuff

It is your behaviors that influence, not your intentions.

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Thank You for Joining CHAMPS and Libby Wagner for this Webcast!

Your opinions are very important to us.
Please take a few minutes to complete the Evaluation for this webcast. If you are applying for Continuing Medical Education (CME) credit, you must complete the CME questions found at the end of the Evaluation.


Only one person per computer may use the online version of the Evaluation/CME form.
Click on the link to the side of your screen to download a printable form that can be completed by additional participants and faxed to CHAMPS.

The AAFP invites comments on any activity that has been approved for AAFP CME credit. Please forward your comments on the quality of this activity to cmecomment@aafp.org.

Don't Miss Session 2 – Introduction to Ethical Influencing – 12/5/07
Register today at www.CHAMPSonline.org/Events/Distance_Learning.asp

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TEAM ASSESSMENT: TRUST

List the members of your work team or group. Currently, how would you rate your relationship trust? Fill in the following table using the definitions below.

NAME	HIGH TRUST	MEDIUM TRUST	LOW TRUST

High Trust: There is a mutual understanding that other person knows you’ll back him up or offer support, and vice versa. You can often agree to disagree without damaging the relationship. You’re both willing to hold one another accountable for behaviors and communication. You’d say, “I’d trust this person implicitly.”

Medium Trust: More often than not, you trust this person to follow-through on what they say they’ll do. You often need to follow-up to make sure, but most of the time you feel confident they’ll be honest with you.

Low Trust: You often question this person’s motives or intentions. It’s difficult to discern where s/he is coming from. Communication is difficult, non-existent or contentious.

Which of your team members offers an opportunity to increase trust:

Four Core Dimensions

Because trust is so important, so essential in the success of any relationship, let's examine what types of behaviors most often engender trust in another person.

- 1. Respect**
- 2. Empathy**
- 3. Specificity**
- 4. Genuineness**

These Four Core Dimensions are the core of your Personal Power, or your Relationship Power.

CORE DIMENSIONS EXERCISE

List 2-3 behaviors or indicators for each of the Four Core Dimensions that would demonstrate someone's delivering high levels of this Dimension to you. (Respect, Empathy, Specificity, Genuineness)

REFLECT AND SELF-ASSESS

- 1. Think about someone you know (work or personal life) who consistently delivers *high* levels of the Core Dimensions to you.**

List the name/initials here: _____

Choose 2-3 adjectives or descriptors that identify what you feel like when you are around this person:

2. Think about someone you know (work or personal life) who consistently delivers *low* levels of the Core Dimensions to you.

List the name/initials here: _____

Choose 2-3 adjectives or descriptors that identify what you feel like when you are around this person:

TEAM ASSESSMENT: COMMITMENT

List the members of your work team or group. Currently, how would you rate individuals' commitment to a shared vision and/or goal? Fill in the following table using the definitions below.

NAME	HIGH COMMITMENT	MEDIUM COMMITMENT	LOW COMMITMENT

High Commitment: This person understands the vision and/or goal, can explain his or her specific role in contributing to attainment and demonstrates consistent efforts (behaviors) to that end.

Medium Commitment: This person understands the vision and/or goal, exhibits inconsistent behaviors to contribute and often needs coaching, cajoling or reassurance to stick to the path.

Low or No Commitment: You are either uncertain whether this person understands the vision and/or goal or you believe they are opposed to the vision and/or goal. They may simply not participate or they may choose sabotaging behaviors.

Key Points

- **Remember, it's easier (but not impossible!) to influence if you've built a strong foundation of trust and commitment to shared vision.**
- **You gain trust by demonstrating trust.**
- **Consistently delivering high levels of the Four Core Dimensions can increase someone's ability to trust you.**
- **You often gain buy-in by showing someone how their unique role contributes to the success.**
- **Get clear and specific about the goal or vision before expecting someone else to commit.**

Your Goals:

Which relationships would you like to improve?

Which behaviors will you commit to trying or increasing in frequency?