

# • Mastering Business Relationships

– Foundation of Unity

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Gregg Oliver

Gregg.Oliver@PathfinderCommunication.com

# In the 90 days from 5/1/07 to 8/1/07 (272 companies; 9,561 respondents)

- 93% of people have avoided confronting a coworker about inappropriate behavior
- 81% of managers have avoided confronting a subordinate about inappropriate behavior
- 89% of people have avoided confronting their boss when he or she failed to fulfill an expectation or promise
- 77% of people say that when they speak up about sensitive topics, the other party gets angry or defensive
- 83% of people say that they occasionally or frequently withhold important information from bosses, coworkers and employees because they fear the conversation will end badly
- *37% of an employee's willingness to stay at their company is driven by their comfort with speaking the truth about these sensitive issues*

**Even when a customer or the organization suffered as a result**

# Skills We Need

- Conduct Critical Discussions
- Create and Maintain Good Relationships
- Build Meaningful Influence



# Five Dysfunctions (Patrick Lencioni)



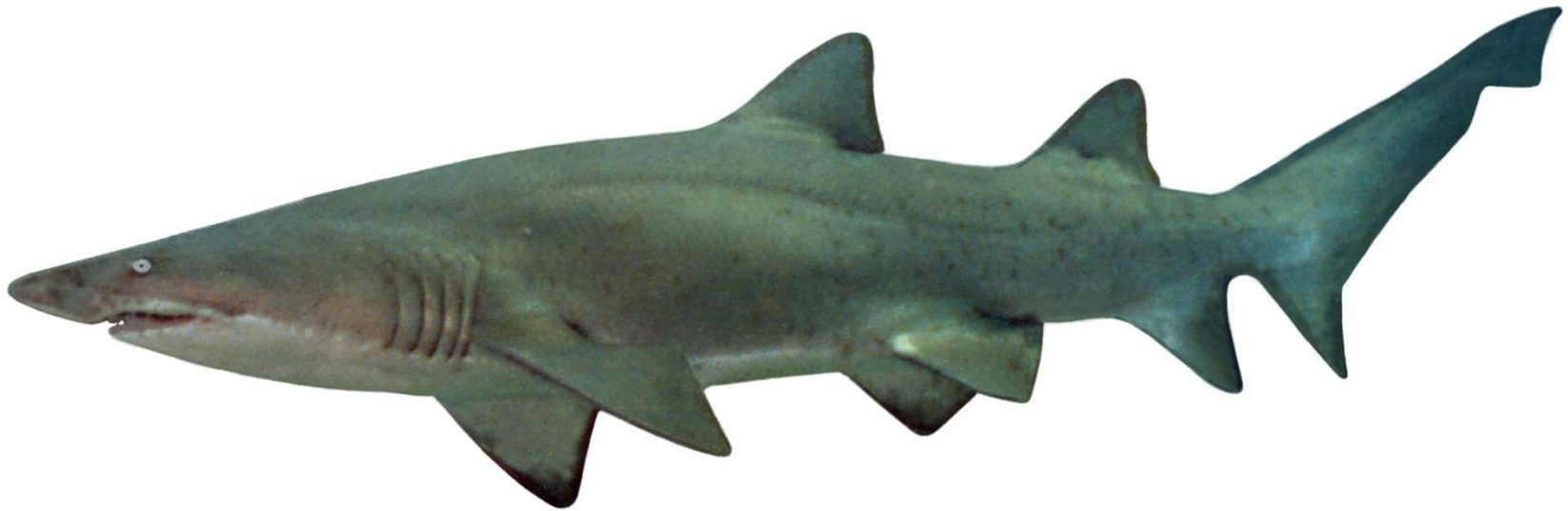
# Business Relationships

- Affect our Livelihood
- Affect Results
  - Require Trust
  - Can result in conflict
    - Conflict is resolved via Critical Discussion
  - Require Commitment
- Complicated further by Multiple Dimensions
  - Boss, Subordinate, Peer, Hierarchical Difference
  - Casual outside of work
  - Intimate outside of work

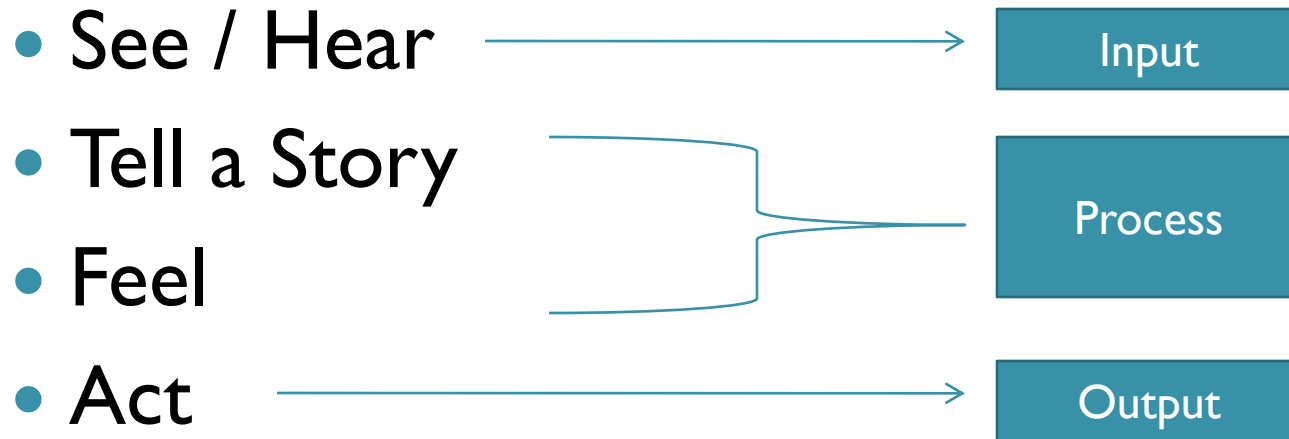
# Application

- Healthy Societies are Interdependent
- Interdependence requires interpersonal problem solving skills
- All members share a responsibility for learning, mentoring, instruction, guidance, and feedback
- Solidarity on agreements (respect for commitment)

# Shark Story



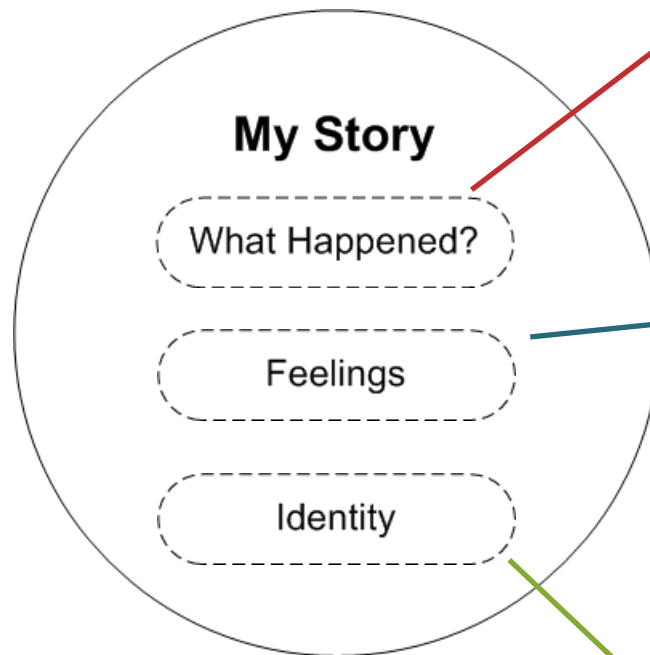
# This is My Version of What Happened



How do we troubleshoot this?

- Our discussions are NOT usually about facts.
- Our stories are usually wrong
- Our feelings are not isolated

# Model of My Story



Truth vs. Facts  
Intentions vs. Impact  
Blame vs. Contribution  
Rules, Perceptions, Preference, & Style  
Dilemma

Judgments, Attributions, Characterizations  
Your feelings are as important as theirs  
Unexpressed feelings make it difficult to listen  
If feelings are part of the problem, frame them as part of the problem  
Feelings can be contradictory  
Feelings change slowly

Am I competent?  
Am I a good person?  
Am I worthy?  
Bifurcation vs. Complexification  
Balance vs. Gap b/w Hopes and Fears  
You make mistakes  
You contribute to the problem  
Your intentions are complex

# Initiating a Conversation

- Identify the most pressing issue
- Clarify the issue with as much detail as necessary
- Determine the current impact in as much detail as necessary
- Determine the future implications (what will happen if things don't change)
- Examine the contribution system for the issue
- Imagine the ideal outcome

- Presence
- Engagement
- Empathy
- Openness
- Curiosity
- Depth
- Safety
- Collaboration

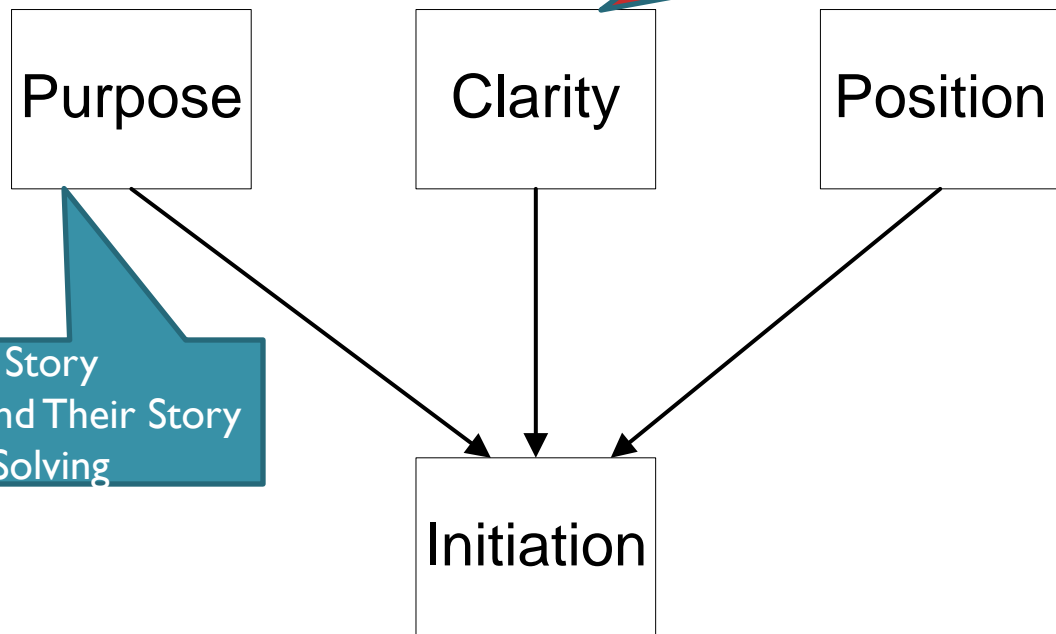
Purpose

Clarity

Position

- Share My Story
- Understand Their Story
- Problem Solving

Initiation



# Summary

- Hold a Collaborative Mindset
- Develop Credibility
- Encourage Accountability
- Study, Mentor, and Practice
- Practice, Practice, Practice!



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*Better Communication, Better Decisions, Better Business* <sup>SM</sup>

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**Questions ?**