



Developing Effective Professional Relationships

Disclosures:
Craig N. Piso is founder and President



*The greatest need we have in this whitewater world,
this permanent whitewater world, is something that
does not change...a changeless core.*

Stephen Covey



Leadership is an Art



- *When we think about leaders and the variety of gifts people bring to corporations and institutions, we see that the art of leadership lies in polishing and liberating and enabling those gifts.*

Max DePree

The 5 Dysfunctions of a Team

Patrick Lencioni

- Absence of trust – unwilling to be *vulnerable* within the group
- Fear of conflict – seeking *artificial harmony* over constructive passionate debate
- Lack of commitment – feigning buy-in for group decisions creates *ambiguity* throughout the whole organization
- Avoidance of accountability – ducking the responsibility to call peers on counterproductive behavior which sets *low standards*



The 5 Dysfunctions of a Team

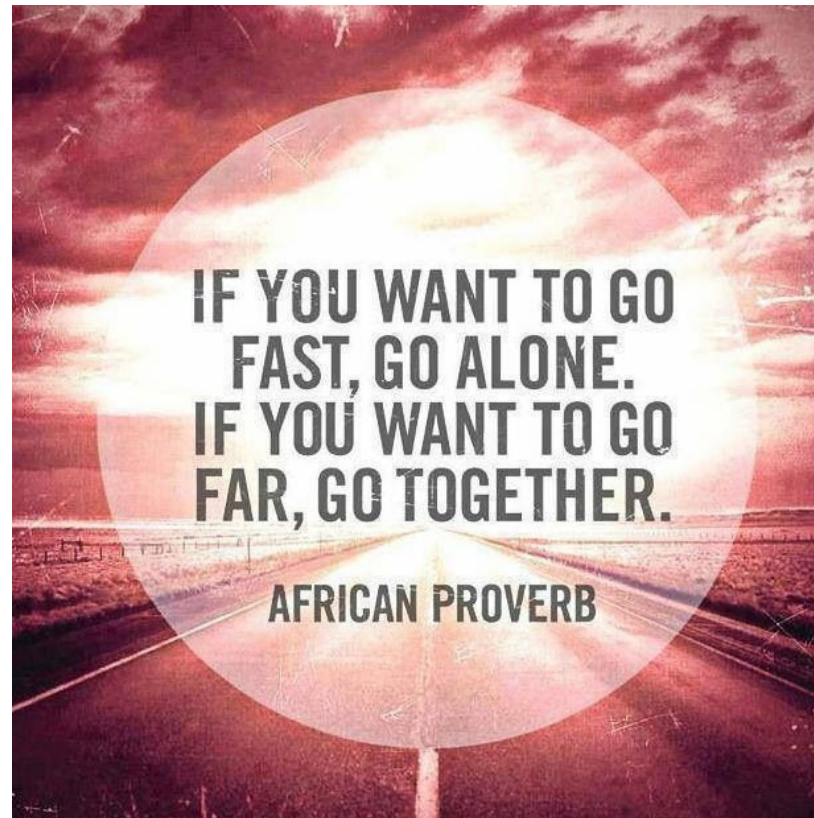
Patrick Lencioni

- Inattention to results – focusing on personal success, *status and ego* before team success

Winning Teams

- Share common vision/dreams, respect, and trust
- Align with dedication to a higher purpose, greater than any individual, in a win-win fashion
- Move nimbly to generate powerful results, adapting flexibly as needed to become winners
- Hold each other accountable in healthy ways, thereby bringing out the best in each other
- With increased individual ***Healthy Power***, group synergy becomes the dominant success driver

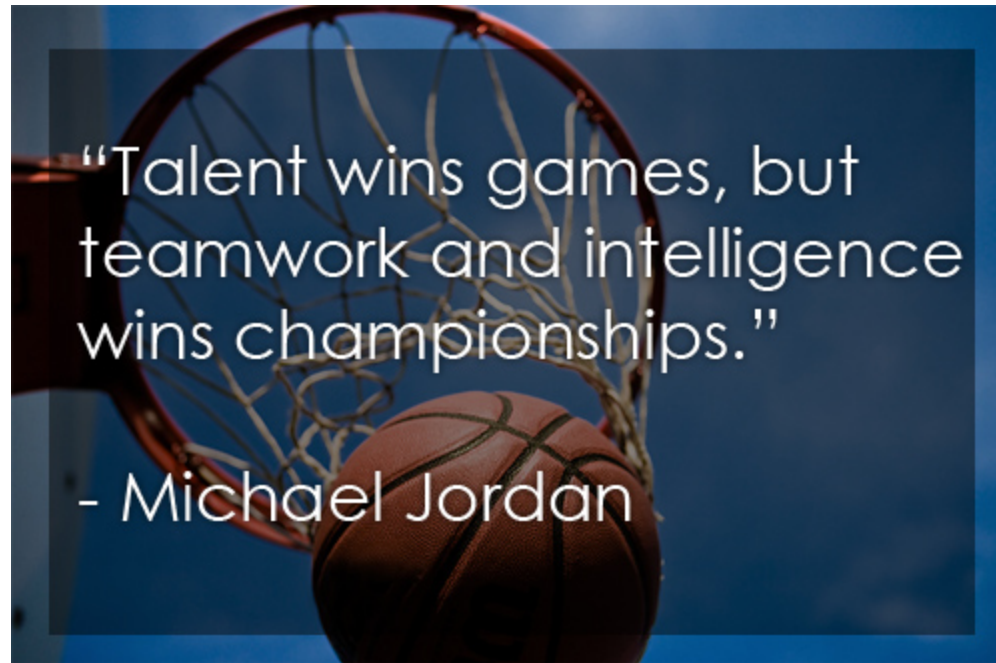
The Power of Synergy...



**IF YOU WANT TO GO
FAST, GO ALONE.
IF YOU WANT TO GO
FAR, GO TOGETHER.**

AFRICAN PROVERB

The Power to Dominate...



The Power to Enjoy the Journey...

QUOTECALLEY.COM

Together **E**veryone **A**chieves **M**ore

As each goose flaps its wings,
it creates an uplift for the birds that follow



By flying in a V-formation, the whole flock
adds 71% greater flying range than if each flew alone

“Communication + Co-Operation = Success”

The Power of Win-Win...

"It is literally true that
you can succeed best
and quickest by helping
others to succeed."

Napoleon Hill



Core Strength

- *Core Strength* development at our center affords openness and flexibility at the surface, enabling adjustment, maturing growth, and adaptive change to take place—a person or system with a solid core can afford to be more open and non-defensive at the surface.

Core Weakness

- *Core Weakness* at our center requires a closed, protective shell that manifests as rigidity, resistance to change, failure to make mature adjustments, and developmental arrest—a person or system with a shaky and vulnerable core must become externally rigid and controlling to protect such weakness.

Healthy Power: *Self-Empowerment*

- Develops *Core Strength*
- Is fully accountable
- Dares to dream
- Sets goals...then acts
- Is flexible & adaptive
- Is resilient...bounces back
- *Fails forward* until successful



Becoming POWERFUL (+)

- **P**...Personally responsible vs. Personally irresponsible
- **O**...Optimistic expectations vs. Orchestrated suffering
- **W**...Win-Win relationships vs. Win-Lose relationships
- **E**...Energizing joy vs. Egocentric pleasure
- **R**...Reality-Based choices vs. Regressive choices
- **F**...Focused action vs. Fragmented activity
- **U**...Unrelenting courage vs. Unsettling fear
- **L**...Lifelong purpose vs. Lifelong grasping

Empowerment: *Core Strength Development*



- Create/Rebuild *Structure*
 - Policies & Procedures
 - Mission, Vision, & Values
 - Organizational Chart
 - Position Descriptions
 - Rules & Expectations
 - Compensation & Benefits
 - Facilities & Environment

Empowerment: *The Right People On The Bus*



- Right people, right seat
- Wrong people off
- First who, then what
- Disciplined people to be lead, not controlled
- Character more than technical skills

Jim Collins

Empowerment: *Level 5 Leadership*



- Humility with resolve
- Servant Leader
- Trusted via integrity
- Plow horse, not show horse

Jim Collins

Empowerment: *Serve Others*



- *Abundance Mentality*
- *Joy* – internal focus
- *Pleasure* – external focus
- *Generativity vs. Stagnation*

Erik Erikson

Empowerment: *Communicate Expectations*



- Clarify goals, boundaries, limits, resources, roles, rules, & consequences
- *Information is power...*
- *A conflict in expectations is the common factor in all HR problems.*

Walt Underwood

Empowerment:

The Window & the Mirror



- *Window*...Recognize & give credit to your people for all business successes
- *Mirror*...Take responsibility when things go wrong

Jim Collins

Empowerment: *Hold People Accountable*



- Remember functional law:
Power = Responsibility
- Assign responsibilities
- Delegate tasks as *gifts*
- Provide support, feedback, & coaching/mentoring
- Hold people accountable with fair consequences

Empowerment: *The Goldilocks Manager*



- *Not too hard, not too soft, but **just** right...balanced*
- *Not too hot, not too cold... even-keeled & rational*
- Adjusts to staff needs without letting *the tail wag the dog*
- Adjustment = Growth



Empowerment: *The FISH! Philosophy*

- 1. Be There** - being emotionally present for people...a message of respect and commitment to each other and to the company.
- 2. Play** - tapping into your natural way of being creative, enthusiastic and having fun...the spirit that drives the curious and child-like mind.
- 3. Make Their Day** - finding simple ways to serve or delight people in a meaningful, memorable way...contributing to someone else's life soulfully because that's the person you want to be.
- 4. Choose Your Attitude** - taking responsibility for how you respond to whatever life throws at you...period.

Empowerment: *Be There*



- Make deposits into *The Emotional Bank Account*
- Trust is earned...be *honest & competent*, both
- Own & communicate your *Servant Leader* role & story
- Demonstrate high *EQ - Emotional Intelligence*

Daniel Goleman

Empowerment: *Play*



- Make it fun while *coloring inside the lines/boundaries*
- Encourage ideas, initiative, & creative risk-taking
- *Pay it forward* daily
- Schedule/plan to have fun
- *Soulful* fun connects us

Thomas Moore

Empowerment: *Make Their Day*



- Listen, learn, appreciate
- *Help them find their voice & their unique ways of expressing their gifts*
- Coach & develop your people regularly
- *Synergize...1 + 1 = 3*

Stephen R. Covey

Empowerment: *Choose Your Attitude*



- Power of excellent thought
- Power of optimism... positive expectations
- Power of healthy emotion
- *Level 5 leaders* embody an attitude that inspires others

Jim Collins

Empowerment: *The Serenity Prayer*

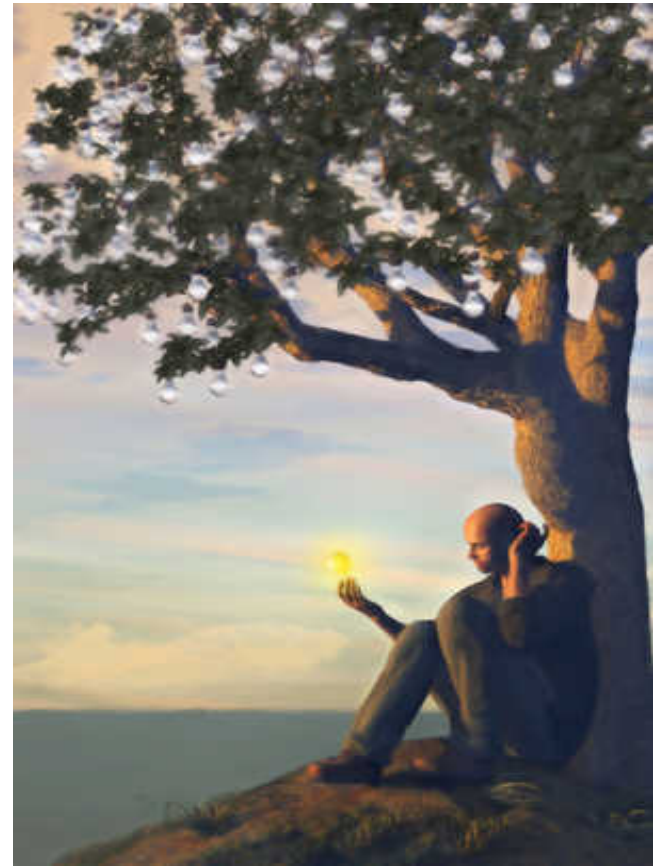


- *God grant me the serenity to accept the things I cannot change; courage to change the things I can; and wisdom to know the difference.*

Reinhold Niebuhr

Empowerment: *Reframe Your Thoughts*

- Failure.....*A Stepping stone*
- Never.....*Not yet*
- I'll try it.....*I'll do it*
- End result.....*Journey*
- Lazy.....*Not quite ready*
- Weak.....*Uninspired*
- Relapse.....*Normal setback*
- Breakdown.....*A breakthrough*



Empowerment: *Focus = Expansion*



- *What we focus upon tends to expand.*
Wayne Dyer

Empowerment: *Shift the Focus*



- Be selective/purposeful
- Visualize results
- Shift from problems to solutions, from what is impossible to possible, & from what are less important to very most important activities

Empowerment: *Failing Forward*



- Reframe mistakes as stepping stones & equity
- Regroup...retool...return
- Forgiveness, not enabling
- Explanations, not excuses
- Achieve stages of growth & maturity in safety

John Maxwell

Empowerment: *Culture Creates Your Story*



- Strengthen your corporate *Immune System* – resilience
- Values rooted in your history
- Promote *Tribal Storytelling*
- Prevent *Entropy* & burnout
- Brand your service standards via staff pride & ownership

Walt Disney

Question & Answer

