

BUILDING RELATIONSHIPS

Competency Development Guide

Building Relationships Defined:

Building relationships is about your ability to identify and initiate working relationships and to develop and maintain them in a way that is of mutual benefit to both yourself and the other party.

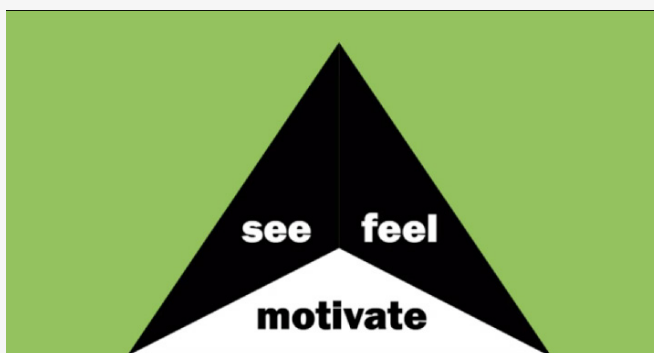
According to Gallup, people who have a best friend at work are seven times more likely to be engaged in their jobs. And it doesn't have to be a best friend: Gallup found that people who simply had a good friend in the workplace are more likely to be satisfied.

Building effective relationships at work can extend your influence beyond your immediate coworkers to your boss, employees in other departments, and even other managers and executives.

Effective relationship building requires:

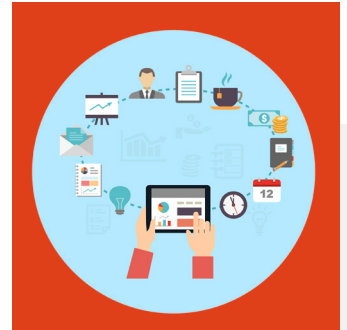
Self-Awareness. This is a critical foundational competency. It's the ability to accurately sense and identify your feelings. If we don't know ourselves and what we're feeling, how can we know or understand someone else? Individuals with strong self-awareness:

- Know which emotions they are feeling and why
- Realize the links between their feelings and what they think, do and say
- Recognize how their feelings affect performance
- Have a guiding awareness of their values and goals
- Aware of their strengths and weaknesses
- Reflect and learn from experience
- Open to candid feedback, new perspectives, continuous learning and self-development
- Show a sense of humor and perspective about themselves



The **self-awareness triangle** illustrated above includes the following key questions:

- How do you **see** yourself?
- How do you **feel** about that?
- What **motivates** you?



Social competence takes many forms – it's more than just being chatty. These abilities range from being able to tune into another person's feelings and understand how they think about things, to being a great collaborator and team player, to expertise at negotiation. All these skills are learned in life. We can improve on any of them we care about, but it takes time, effort, and perseverance. It helps to have a model, someone who embodies the skill we want to improve. But we also need to practice whenever a naturally occurring opportunity arises – and it may be listening to a teenager, not just a moment at work.

SOURCE:
Daniel Goleman, Ph.D.,
Emotional Intelligence
and Social Intelligence:
the New Science of
Human Relationships

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An interest in connecting with others. You need to want to connect to build a genuine relationship. Actively seek to be curious of others. You can do this by listening and asking questions.

Listening involves letting someone else talk and then not countering what they say. You can't have the same experiences as everyone else, but active listening is a fundamental skill in developing empathy. It means putting aside your preconceptions and allowing the person you're talking to a chance to explain how they feel.

Empathy is hard, but almost every relationship you have can be improved by waiting at least an extra ten seconds before you respond in the conversation.

Trust, for building integrity and accountability. Trust takes time to build, but its rewards are significant. To build this essential component of strong relationships, you must remain open, honest, and candid, relying only on facts and never speaking ill of others.

"The first job of any leader is to inspire trust. Trust is confidence born of two dimensions: **character and competence**. Character includes your integrity, motive, and intent with people. Competence includes your capabilities, skills, results, and track record. Both dimensions are vital."

13 Behaviors of High-Trust Leaders Worldwide

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectation
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

SOURCE: How the Best Leaders Build Trust by Stephen Covey

SUPPORTING BEHAVIOR STATEMENTS

To identify competency skill gaps consider outlining key supporting behaviors that are important in your organization.

You can assign a basic Likert scale to each behavior statement (examples outlined below) and have the employee and the employee's manager rate proficiency.

CARING ABOUT DIRECT REPORTS:

Monitors workloads and shows appreciation for extra effort.

Treats direct reports equitably.

PEOPLE AGILITY:

Builds cooperation between departments and work groups.

Develops rapport with a variety of people.

Deals effectively with all races, nationalities, cultures, disabilities, ages, sexes, and life perspectives.

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An ability to leverage differences in power and work styles.

Understanding the different types of power wielded by yourself and others, as well as the different work styles, is key to achieving your goals. Making an effort to recognize the differences will enable you to connect more readily with people with differing styles and degrees of power.

One of the most common behavior assessments tools is DISC. The DISC theory was developed by psychologist, William Moulton Marston, and centers on four different behavioral traits, which today are called: dominance, influence, steadiness, and compliance.

DISC can help us:

- Recognize our tendencies and how we are different
- Identify other's tendencies and how they are different
- Improve personal productivity when dealing with other people

Recommended Video Lessons from The BizLibrary Collection

- Cutting Edge Communication: Building Relationships
- Emotional Intelligence: Developing Effective Relationships
- Understanding DISC (Part 1 of 6): Styles
- Building Strategic Relationships (Part 2 of 4): What You Have to Offer

To view these courses and more within The BizLibrary Collection, [request a demo today!](#)

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SUPPORTING BEHAVIOR STATEMENTS

MOTIVATING OTHERS:

Acknowledges achievements and contributions of others.

Communicates a vision of excellence for others that motivates them to improve.

Encourages others to do their best.

Helps others identify their wants and needs.

EMPOWERING OTHERS:

Allows others to make mistakes and take risks to learn and grow.

Gives others the freedom to have control of their tasks and duties.

Provides guidance and support for others as they take on new challenges.