# RELATIONSHIP BUILDING
## *competency*



RELATIONSHIP BUILDING

01  01

INTERPERSONAL COMPETENCIES

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**Difficulty**

Easy
Stroll

Tough
Climb

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# Relationship Building

Effective performers understand that a primary factor in success is about establishing and maintaining productive relationships. They like interacting with people and are good at it. They devote appropriate time and energy to establishing and maintaining networks. They initiate contacts readily and maintain them over time. They are able to utilize relationships to facilitate business transactions.

| Level | Performance Indicators and Behavioral Examples |
|---|---|
| **4**<br>**Strategic** | • Cultivates an environment for the organization in which people and relationships are valued.<br>• Maintains a comprehensive network of internal and external relationships; taps that network frequently to further the interests of the organization.<br>• Spends considerable time and effort cultivating relationships (e.g., regularly contacts them by phone, meets with them over lunch, sends occasional e-mails just to keep communication open, etc.).<br>• Communicates the value to the organization of all individuals maintaining relationship networks.<br>• Establishes organization-wide events or get-togethers that reinforce and reward relationship building (e.g., recreational activities, company sponsored clubs, etc.). |
| **3**<br>**Advanced** | • Establishes and proactively maintains a broad network of relationships (e.g., colleagues, co-workers, vendors, suppliers, stakeholders, customers, investors, shareholder groups, board members, etc.).<br>• Effectively utilizes network of relationships to the benefit of the organization.<br>• Helps others to improve their relationship building skills; mentors and coaches others in the ways to establish and maintain such networks; teaches others how to tap their contacts to the benefit of the organization. |
| **2**<br>**Applied** | • Values relationships and works to maintain them; seeks to know others on the team; makes opportunities to spend time with other team members; cultivates outside business friendships; continually keeps old contacts alive while adding new ones.<br>• Works effectively across the organization; maintains positive working relationships with peers and important others within the organization.<br>• Truly values people, and behaves in a way that promotes good relationships; is respectful, honest and open, interested, etc.<br>• Expands network beyond immediate work area to other functions and external contacts.<br>• Recognizes opportunities to tap the network to achieve organizational objectives. |
| **1**<br>**Elementary** | • Genuinely enjoys people; has a collaborative approach; is responsive to others; likes to work with others; enjoys meeting new people.<br>• Shows an understanding of the importance of good relationships (e.g., is supportive, involves others in actions and decisions, acknowledges requests or ideas of others, etc.).<br>• Makes the time to maintain existing business relationships; proactively initiates contact, even when there is no pressing need; is open to overtures from others to get together "just to keep the lines open."<br>• Develops good working relationships with others on the team. |
| **0**<br>**Inadequate** | • Doesn't particularly like being around or working with others; would rather work alone.<br>• Doesn't recognize the value of relationships; doesn't understand the concept of working through people to achieve goals; doesn't believe it's any better to work with others than in isolation.<br>• Treats others in ways that discourages friendship; is disrespectful, non-inclusive, secretive, etc.<br>• Is able to make a lot of contacts, but doesn't know how to use them to facilitate business transactions.<br>• Has a lot of contacts, but fails to maintain them. |

## Significance

There is a consistent correlation between an individual's effectiveness in the organization and his/her ability to call on a sizeable network of colleagues and friends for help and support. Your ability to build trusting relationships will be important to your success and critical for those in leadership roles. A second motive for having this competence (and the support network that comes from it) is most obvious during times of stress or personal crisis. Both mental and physical health are buoyed by the assistance of others during challenging times.

## Best Ways To Develop

First, assess your ability to build and maintain relationships over time. Do you have a strong network? Listen to your family and close friends – they may be able to provide feedback on how effective you are in establishing and maintaining relationships. If you think you have a gap to close, you may need to elevate the value you place on connecting with others.

## Improving Your Capacity

**Activity**:     Follow up your meetings or contacts with a personal note of appreciation.

**Activity**:     Take a reputable EQ (e.g., EQ Map), or personality (e.g., Myers-Briggs Type Indicator) self-test to diagnose your current status.

**Activity**:     Join networking groups.

**Activity**:     Learn about the Johari Window. It can help you build trusting relationships through honest exchange with others.

**Activity**:     Ask other people questions, listen to their answers (consider preparing questions ahead of time).

**Activity**:     Regularly read the papers and watch the news, so that you will have something to contribute to conversations.

**Read**:     *How to Win Friends & Influence People* by Dale Carnegie

**Read**:     *Silent Messages* by Albert Mehrabian

**Read**:     *Well Connected: An Unconventional Approach to Building Genuine, Effective Business Relationships* by Gordon S. Curtis

**Read**:     *How to Work a Room: The Ultimate Guide to Savvy Socializing in Person and Online* by Susan RoAne.

## Start Today

Call a classmate you haven't seen in awhile and plan a lunch. Don't talk about school. In your next conversation, ask open-ended questions.

## Tips

• Balance networking with hard-working.

• Make the effort to put a face to each voice: meet people personally.

• To build strong relationships you must trust enough to self-disclose.

• Be sincere!

**Remember,** the key to improving competency is not just learning about the skill but choosing a takeaway and developing an action plan to put new behaviors into practice until it becomes a natural response.

# Development Action Planning Form

**Step 1:** Choose a competency area to develop.

**Target Competency:** _____

**Step 2:** Describe a positive outcome in the target area of competence; include your vision of a preferred future state.

**Goal Statement:**_____

**Vision Statement:** _____

**Step 3:** List the benefits of achieving your desired end state.

**Benefits:** _____

**Step 4:** Brainstorm the actions you might take to achieve your goal. For each, anticipate obstacles and options for overcoming them.

| Action Steps | Obstacles | Options |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |

**Step 5:** Finalize your action steps based on your brainstorming in Step 4. Now, list each action you must take to achieve your goal, including time frames and resources you will need.

| Action Steps | Time Frames | Resources |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |

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