

# RELATIONSHIP PIE

WORKING TOGETHER IN NEW WAYS



Presented by

**Charles A. Lieske**

# My Personal Pie



# I share some of the ingredients in my personal pie to make two important points:

- ▣ There are unique ingredients in each of us
  - Our backgrounds give us perspective
  - Our interests give us focus
  - Our passions give us motivation
  
- ▣ A bigger slice of pie is better
  - It draws *you* into the process



# Your Personal Pie

What Ingredients are in You?

Consider the major flavors, minor touches and garnishes that make you unique.



# The Size of Your Slices

- ▣ What are some ways that you can offer more of yourself to others (and allow others to share more of themselves with you)
  - in your families;
  - in your friendships;
  - in your organizations; and
  - in your other interactions?



# THE HUMAN PIE

## Some Constants in Human Nature

- ▣ We make assumptions
- ▣ Stereotypes influence us
  - “The evidence trap”
  - Disallow individuality
    - ▣ Turns a person into a thing
- ▣ We judge ourselves in context and others in a vacuum
- ▣ It’s hard for us to give up our grasp on certainty
- ▣ We disconnect from responsibility for our problems



Joe Gerstandt  
[OurTimeToAct.com](http://OurTimeToAct.com)

- ▣ We value intentions as much (or more than) outcomes
- ▣ We favor politeness over honesty
  - Leads to weaker relationships
- ▣ We avoid the uncomfortable
  - Our differences overlap as much as our commonality

## Some of my Observations of Human Nature

- ▣ We assume to know what others are thinking & project this onto them as if it is a certain reality
  - Often takes on a negative tone
- ▣ We have trouble letting go of unhealthy situations once we make a little investment
  - In the end, it costs us more

You are not responsible for your first thought,  
But you are responsible for your first action!  
And... you are responsible for where your mind  
dwells



# The Group Pie

Has many layers – from nations to families

- ▣ Each layer brings out different aspects of
  - Our personal slices and
  - Our humanity
  - These layers affect our
    - ▣ Thought processes and communication
    - ▣ Collaborations
    - ▣ Conflicts
    - ▣ Evaluations

# Communication & Collaboration: Changing the Decision-Making Culture

Leaders are competent, bright and  
have the ability to act

- Expect to be the one with the answers, changing the nature of the interaction within the organization or meeting

Underlings today have access to vast  
amounts of quality information

- Crave porous communication and engaged interaction
- Become entrenched as they function within the limits placed upon them
  - Contribute less
  - Get increasingly less satisfaction



**Nilofer  
Merchant**  
Author,  
Consultant &  
Key Leader  
in American  
Business for  
Nearly  
20 Years



Leaders can be viewed as the heroes outside of the group

- Organization's front-force
- Ego is good inasmuch as it drives
  - Lead people not projects

Internally, leaders need to acknowledge their Alfreds

- Leader is not better than everyone else
- Alfred ordered gadgets, dug tunnels



## Today's Leaders Should:

- Manage cadence
  - Frequency, volume & length of communication
- Encourage idea generation & fresh thinking
  - Think less about what you can say and more about what you can hear
- Create a safe culture
  - Build on ideas (don't chip away at them)
  - Halt "murderboarding"
  - Improve handoff/create a segue- *and not but*
  - Don't stop the flow
- Develop connections
  - Determine chemistry matches amongst your people

- Satisfice
  - Make good enough for the real world, though not perfect
- Lead a discovery process
  - Have key discussion points
  - Set the tone – keep power struggles in-check
  - Engage the issues
    - Depersonalize the discussion while personalizing ownership
    - Maintain forward progress
- Provide realistic topography
  - Short-term and long-term views

- Be the storyteller
  - Set the sequence
    - Logical flow; help people navigate
    - Who makes the decisions
  - Clarify the purpose
    - “We are reinventing X,” “We are expanding market share,” “We are learning X.”
    - Define what winning is
  - Be cognizant of the attitude you transmit
  
- All of this is designed to take people from being directed to being engaged
  - From a few thinkers and many doers to co-creators
  - From “in your face” to s/he cares about success
  - From “how to get my way” to building the right idea
  
- Create meaning for people and let them execute!

# Innovative Thinking Helps Collaborations

- ▣ Convergent Thinking
  - Critically examines
  - Influenced by our assumptions and mind-sets
  - Sharp focus / narrow target
- ▣ Divergent Thinking
  - Moves away from core subject
  - Considers ideas not obviously connected with the original challenge.



**Paul Sloane**

Key Note  
Speaker &  
Author

His latest work:  
*How to Be a  
Brilliant Thinker*

## 2, 4, 6

- ▣ We have a set of beliefs and assumptions and tend to look for evidence that bolsters this mindset.
- ▣ If we look for evidence that disproves our rule, we move our knowledge forward.

- ▣ Brilliant thinkers use both convergent & divergent modes of thinking
  - Recognize there are many views that are incomplete
  - Consider the unconventional and outlandish
  - Then hone with precision

# Thoughts, Communication & Conflict

## Seeking Better Resolutions

- ▣ Conflict begins when there are real (or perceived) differences between parties leading to:
  - Tension
  - Mistrust
  - Poor communication
- ▣ Response is different based on value of the relationship vs. the value of what we are fighting for

# Approaches to Conflict: Kilmann & Thomas

- ▣ Confrontation
  - A competition with a winner and loser
- ▣ Avoidance
  - You don't want to lose, and you think you can't win
- ▣ Compromise
  - Trade-offs mean you may win some of what you want
- ▣ Collaboration
  - Consensus rather than competition
- ▣ Accommodation
  - The relationship is worth more than the goal; give up your own interests

# Three Categories of Resolving Conflict

- ▣ Power-based
  - Strength decides who wins, often one side gets all or most of the pie
- ▣ Right-based
  - A third party chooses winner and divides the pie
  - Often a public process that is rigid and forced
- ▣ Interest-based
  - Parties themselves craft an outcome in a creative and empowering process that often expands the pie
  - A private, informal process

# Software Scenario

- ▣ Sales Manager
  - Wants *SellRite* software
- ▣ Accounting Manager
  - Insists we must get *MoneyMonster* software
- ▣ Customer Service Manager
  - Is fighting for *ProView* software



EACH INDIVIDUAL INSISTS THE SOFTWARE THEY HAVE CHOSEN IS THE ONLY ONE THAT MEETS THE COMPANY'S NEEDS

- ▣ Sales Manager

- Wants *SellRite*, because:

- ▣ It has all of the tools he needs to manage customer databases

- ▣ Accounting Manager

- Wants *MoneyMonster*, because

- ▣ It has all of the capacity he needs to store and manipulate large amounts of financial data

- ▣ Customer Service Manager

- Wants *ProView*, because

- ▣ It is user friendly for her staff and allows for professional documents for the customers

# The Stages of Conflict with Ury's 10 Roles of the Intervener

- ▣ Preventing Conflict
  - Provider of parties needs
  - Teacher of skills
  - Builder of relationships
- ▣ Resolving Conflict
  - Mediator of conflicting interest
  - Arbiter of disputed rights
  - Equalizer of uneven power
  - Healer of injured relationships
- ▣ Containing Conflict
  - Witness, giving attention to the parties
  - Referee, limiting the conflict
  - Peacekeeper, offering protection

# Interest-Based Approach

- ▣ Be neutral...
  - By admitting you're not; acknowledge your biases and assumptions and begin to set them aside
  - By acknowledging that the parties start out self-centered
- ▣ Attack the problem, embrace the people
  - Team up fighting side by side against a problem, not each other
  - Put yourself in others' shoes; accept them as worth dealing with and learning from; consider all of the personal pie they are willing to share
  - Acknowledge and try to understand emotions
  - Get buy-in for the solution from others by making them part of the process

- ▣ Focus on interests and not positions
  - Ask open-ending, probing questions
  - Clearly establish the legitimacy of your interests
  - Acknowledge the other parties' interests
  - Find some common interests
  - Look forward, not back
- ▣ Invent options for mutual gain
  - Be inventive. You are not searching for a single answer or a fixed slice of the pie
  - Brain storm now, decide later
  - Each party should identify preferences
  - Look for mutual gain and shared interests

- ▣ Reality test the options to identify and overcome potential barriers

# Evaluating Your Offering



**Heather Henderson**

Entrepreneur and Past Operations Manager, SCL Olympic Square

- ▣ Listen to those you serve
- ▣ Be honest, when you can't meet expectations:
  - Change your offering or
  - Redefine client's expectations
    - ▣ Dropping your strength can be an opportunity

# Evaluating Performance

## The Six-Step Feedback Model



**Beryl  
Blaustone**  
Lawyer,  
Mediator &  
Author

1. The feedback recipient identifies strengths of his/her performance
  - Builds capacity without eroding confidence
2. Peers and/or supervisor respond solely to the items raised by the feedback recipient
  - Reinforces importance and respect for agenda items set by feedback recipient
3. Peers and/or supervisor identify other strengths of the person's performance
  - Moves person beyond his/her subjective views and dismissed or undervalued successful aspects of the performance are reinforced.

4. The feedback recipient identifies difficulties and/or changes to be made
  - The recipient gains confidence in his/her ability to be a self-directed learner; often the issues raised are the same that the supervisor or peer would raise
5. Peers and/or supervisor respond to identified difficulties
  - Comments should help deepen recipient's reflections
6. The peers and/or supervisor indicate additional difficulties
  - Be specific and offer concrete analysis; if all points have been raised, deepen the discussion on previous issues