

# Developing Positive Relationships at Work

## Build Trust

### Integrity

- You say what you mean and mean what you say.
- You are transparent.
- You maintain confidentiality when appropriate.
- You know your values and display them.

### Consistency

- Your behavior is predictable.
- Your intent, words, and actions are congruent.

### Confidence

- You give others responsibility and autonomy.

### Concern

- You show understanding and empathy.
- You stand up for others.

### Time

- Trust is earned over time.

## Relate to Others

- **Get to know colleagues as individuals:** Meet face to face, share a meal, remember birthdays, find out interests, hobbies, etc.
- **Build rapport:** Smile, make eye contact, and say hello, use a friendly tone of voice, find common areas of interest, and respect their time.
- **Show empathy and compassion:** Listen carefully, understand the other person's point of view, suggest how you would be feeling or ask how he or she is feeling, and refrain from problem solving, at least initially.

## Face Differences Directly

### Be willing to work through issues

- Acknowledge; don't ignore or deny.
- Listen without defensiveness.

### Use tactful assertiveness

- Express needs clearly.
- Avoid overreacting.
- Rehearse what you plan to say.
- Listen as well as talk.
- Realize that most people want to be reasonable.

### Resolve conflict productively

- State the undesirable situation objectively.
- Avoid labeling or judging.
- Describe future expectations.
- Gain commitment or agreement.

Stand alone or as part of a Coaching Engagement.

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## Use the Golden Rule

*Treat others as you would like to be treated.*

### Manage moments

- Take the long view. Think before acting or speaking and make choices that strengthen the relationship rather than undermine it.
- Seek understanding, not agreement. You don't always have to agree with the other person, but you always want to show that you understand his or her point of view.

- **Facets of every relationship:** Personal, professional, and functional/ organizational

- **Take a friendly approach:** Self-disclosure, social interaction, and goodwill

## Decide What to Do about It

### Indirect approach

- Change yourself.
- Try the activities in Module Two.

### Direct approach

- Make the first move.
- Express your intent.
- Apologize.
- Make amends.

## Best Attitude

### How to form positive expectations

- Develop self-awareness to recognize negativity.
- Challenge negative thoughts and expectations.
- Begin the day on a positive note.
- Positivity yields confidence, which yields energy.

### How to stay positive

- Keep your sense of humor.
- Limit time with negative influences.
- Have something to look forward to.
- Enjoy the small things that go right.

## Best Results

### Embrace the best

- Seek out the most talented people to work with.

### Seek feedback

- What do I do well?
- What should I keep doing and stop doing?
- What could I do differently or better?

### Outcomes

- What would we like to accomplish?
- What contribution does each of us want to make?
- What contribution do we want to make as a group?
- What should I know about your job to do my job?