

PARTICIPANT HANDOUTS

“Lunchtime Learning” Professional Skill Development Distance Learning Series Event #4: **Foundations for Influencing - Communicating with a Goal in Mind Part B: The Art of Developing Trust and Personal Power**

Presented by:

Maria Agnew, Sr. Director of Business Development at Influencing Options

Live Broadcast Date/Time:

Wednesday, July 23, 2014

12:00–1:00pm Mountain Time / 1:00–2:00pm Central Time

Series Overview:

Join Community Health Association of Mountain/Plains States (CHAMPS) and Colorado Community Health Network (CCHN) for the [**“Lunchtime Learning” Professional Skill Development Distance Learning Series!**](#) These six one-hour webcasts will take place between April and September of 2014. Participants may attend any selection of events, all designed to provide professional development and skills improvement as a component of a continuous process of advanced practice transformation, with the goal of positively impacting retention rates at Region VIII health centers. The events are primarily targeted at health center administrative and clinical support staff, although staff members from all levels of the health center are welcome.

Event Overview:

“The Art of Developing Trust and Personal Power” is the second part in a three-part series on Foundations for Influencing. The three events that make up “Foundations for Influencing – Communicating with a Goal in Mind” will improve your ability to interact effectively with those around you. In addition to gaining the skills needed to influence others at all levels of your organization with integrity, you will understand your own contributions to these communications, and learn when, and how, to negotiate. You’ll leave with tips and tools you can put immediately into practice, strengthening your relationships both professionally and personally.

Learning Objectives:

Participants will:

1. Be able to identify and define the 4 Core Dimensions
2. Determine how to use the Core Dimensions to build trust
3. Define trust as it pertains to the workplace
4. Recognize when you have a commitment to a shared vision or goal
5. Understand the value of applying personal power

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SERIES TIMELINE

- Event #1: Tell Your Money Who's Boss (04/30/14) **Archive Available!**
- Event #2: Create Great Credit (05/21/14) **Archive Available!**
- Event #3: Foundations for Influencing - Presuming Good Intent (06/18/14) **Archive Available!**
- Event #4: Foundations for Influencing - The Art of Developing Trust & Personal Power (07/23/14)
- Event #5: Foundations for Influencing - Influencing through Negotiation (08/20/14)
- Event #6: Motivational Interviewing (09/17/14)

Visit www.CHAMPSonline.org/Events/DistanceLearning.html#LunchtimeLearning for complete details, including registration for individual events.

CHAMPS ARCHIVES

This event will be archived online and on CD-ROM. The online version will be available within two weeks of the live event, and the CD will be available within two months. CHAMPS will email all identified participants when these resources are ready for distribution. For information about all CHAMPS archives, please visit www.CHAMPSonline.org/Events/DistanceLearning.html.

DESCRIPTION OF CCHN

Colorado Community Health Network (CCHN) is a non-profit organization representing the 18 Colorado Community Health Centers (CHCs) that together are the backbone of the primary health care safety-net in Colorado. CCHN is committed to educating policy makers and stakeholders about the unique needs of CHCs and their partners, providing resources to ensure that CHCs are strong organizations, and supporting CHCs in maintaining the highest quality care. For more information about CCHN, please visit www.cchn.org.

DESCRIPTION OF CHAMPS

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-funded Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. For more information about CHAMPS, please visit www.CHAMPSonline.org.

SPEAKER BIOGRAPHY

Maria Agnew is the Senior Director of Business Development at Influencing Options, an organization that believes effective people always have options when they work to resolve issues directly and respectfully. Prior to joining Influencing Options, Maria worked in law enforcement for 24 years, and for the past 15 years she has held supervisory positions. Maria has an extensive background working in the public sector in a variety of criminal justice organizations, and has also worked with the US Forest Service, Bureau of Land Management, and other federal agencies. Maria has a diverse background in non-traditional work forces and experience conducting trainings and workshops that help organizations build a commitment culture through increasing trust.

INFLUENCING OPTIONS

Foundations for Influencing

Part B: The Art of Developing Trust and Personal Power

Wednesday, July 23, 2014

12PM-1PM Mountain Time / 1PM-2PM Central Time

Lunchtime Learning: Professional Skill Development

Distance Learning Series, Part 4 of 6

Hosted by:



www.cchn.org



www.champonline.org

Interactive Poll

How often do you feel you have high levels of trust in your professional relationships?

- Never
- Some of the time
- Most of the time
- All of the time



Interactive Question

How many total people
are watching this event
at your computer
(yourself included)?

Learning Objectives

- Identify and define the four Core Dimensions
- Determine how to use the Core Dimensions to build trust
- Define trust as it pertains to the workplace
- Recognize when you have a commitment to a shared vision and/or goal

Interactive Question

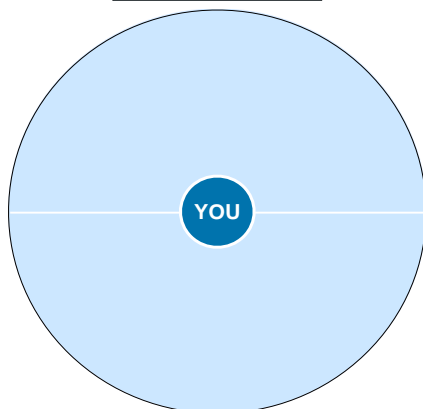
Do you more often get things done when you use:

- a. Position Power
- b. Personal Power



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Internal to Your Organization



CIRCLE OF INFLUENCE

External to Your Organization

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THE INFLUENCING MODEL OVERVIEW

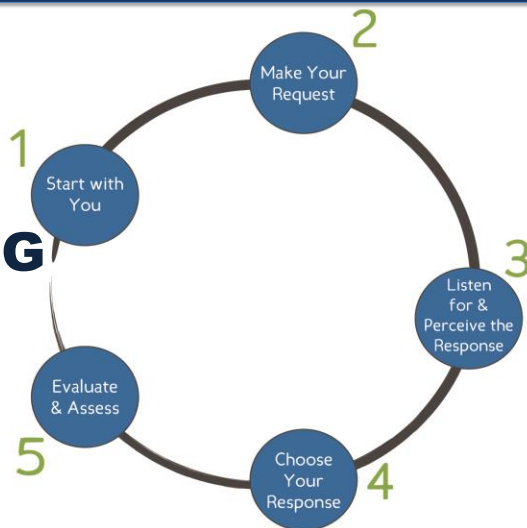
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CORE PRINCIPLES



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INFLUENCING SEQUENCE



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INFLUENCING MODEL



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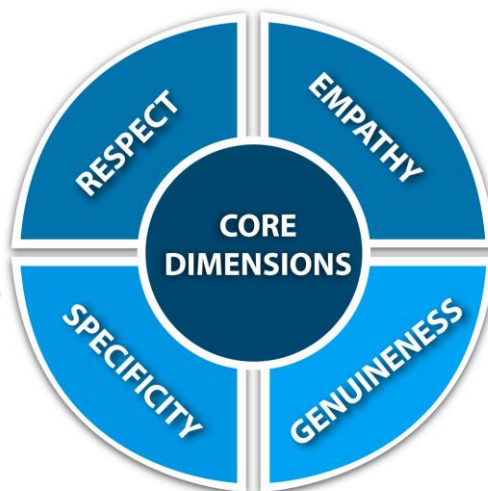
LAYING A FOUNDATION



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CORE DIMENSIONS



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Respect

List several behaviors you see people doing when you are experiencing respect at the HIGHEST level.



Respectful Behaviors

- Open body language
- Eye contact
- Active listening
- Solicits your opinion or input
- Stays focused & engaged in conversation



Empathy

List several behaviors you see people doing when you are experiencing empathy at the HIGHEST level.



Empathy Behaviors

- Demonstrates understanding
- Acknowledges feelings
- Shares appropriately without shifting focus
- Asks clarifying questions



Empathy is..

Judgment free—we don't agree or disagree, we just try to show that we understand the *what* and *why* of the feelings.



Interactive Question

Why Demonstrate Empathy?

- a. You feel sorry for the person
- b. You don't know what to do
- c. To get away from an emotional person
- d. To increase trust



Key Point

Delivering empathy does not mean you agree with the person, it means you understand their point of view, and the feelings they have about the issue or topic.



Specificity

List several behaviors you see people doing when you are experiencing specificity at the HIGHEST level.



Specificity Behaviors

- Shares purpose or desired outcome or goal
- Identifies timelines or bench marks
- Shares why it's important
- Offers examples or models
- Restates or clarifies understanding
- Creates outline or agenda



Genuineness

List several behaviors you see people doing when you are experiencing genuineness at the HIGHEST level.



Genuine Behaviors

- Uses “I” messages
- Demonstrates humility by taking ownership or apologizing when needed
- No hidden agendas
- Congruence—what you see is what you get
- Honesty—tells the truth respectfully



High Levels

- Trusted
- Valued
- Important
- Energized
- Creative
- Rewarded
- Motivated
- Empowered

Low Levels

- Frustrated
- Angry
- Devalued
- Unappreciated
- Give up
- Micro managed
- Unhappy
- Stressed

Interactive Question

When you consistently deliver high levels of the Core Dimensions you will increase trust and decrease defensiveness?

- a. True
- b. False



Key Point

There is a direct correlation between the delivery of the Core Dimensions and:

- The strength of the relationship
- The outcomes of the situation or issue
- Performance results

1 - Influence

2 - Acceptance

3 - Removal

3 EFFECTIVE OPTIONS



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What do you want?

Assess the relationship:

1. Commitment to Shared Vision/Goals

2. Trust & Personal Power

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Interactive Question

As you look at those people you have identified in your Circle of Influence:

What is the current state of the relationship—do you have trust?

- a. Yes
- b. No



Interactive Question

As you look at those people you have identified in your Circle of Influence:

Do you have a commitment to a shared vision and/or goals—are you on the same page?

- a. Yes
- b. No



ASSESSING TRUST

CCHN & CHAMPS July 23, 2014

High Trust: There is a mutual understanding that the other person knows you'll back him up or offer support, and vice versa. You can often agree to disagree without damaging the relationship. You're both willing to hold one another accountable for behaviors and communication. You'd say, "I'd trust this person to do what he says he'll do."

Medium Trust: More often than not, you trust this person to follow-through on what they say they'll do. You often need to follow-up to make sure, but most of the time you feel confident they'll be honest with you.

Low Trust: You often question this person's motives or intentions. It's difficult to discern where s/he is coming from. Communication is difficult, non-existent or contentious.

DIRECTIONS:

Examine your Circle of Influence and identify 3-4 people you need to influence now. How would you rate your relationship trust? Fill in the following table using the definitions below.

	NAME	HIGH TRUST	MEDIUM TRUST	LOW TRUST
1				
2				
3				
4				

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ASSESSING COMMITMENT

CCHN & CHAMPS July 23, 2014

High Commitment: This person understands the vision and/ or goal, can explain his or her specific role in contributing to its attainment and demonstrates consistent efforts (behaviors) to that end.

Medium Commitment: This person understands the vision and/ or goal, exhibits inconsistent behaviors to contribute and often needs coaching, cajoling or reassurance to stick to the path.

Low Commitment: You are either uncertain whether this person understands the vision and/or goal or you believe they are opposed to the vision and/or goal. They may simply not participate or they may choose sabotaging behaviors.

DIRECTIONS:

Examine your Circle of Influence and identify 3-4 people you need to influence now. How would you rate this person in terms of commitment to shared vision and/or goal? Are you on the "same page"? Fill in the following table using the definitions shown.

	NAME	HIGH COMMITMENT	MEDIUM COMMITMENT	LOW COMMITMENT
1				
2				
3				
4				



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- Which of these relationships offer you the opportunity to increase trust?
- Where might you need to gain buy-in or commitment?



Key Points

- Ultimately, we are powerless over people.
- It is our behaviors and our intentions that influence; generally people respond to what we say and do.



Key Points Continued

- You need to be able to ask for what you want or need and be specific.
- You need to make your request in a way that lessens defensiveness.



Key Points Continued

- You need to influence in a way that increases the other person's trust in you.
- To the degree you are not specific, the person has to guess.



**“EVERY HUMAN
INTERACTION IS FOR
BETTER OR FOR
WORSE.”**

-Robert Carkhuff



Learning Objectives

- Identify and define the four Core Dimensions
- Determine how to use the Core Dimensions to build trust
- Define trust as it pertains to the workplace
- Recognize when you have a commitment to a shared vision and/or goal



QUESTIONS



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Please join us for our next event in this 3-part series, **Foundations for Influencing Part C – Influencing through Negotiation on **August 20, 2014, 12:00 – 1:00 p.m. Mountain Time / 1:00 – 2:00 p.m. Central Time****

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Thank You for Joining Us!



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Community
Health
Association of
Mountain/
Plains
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Your opinions are very important to us.

Please complete the Evaluation for this event. Those attending the entire event and completing the Evaluation questions will receive a Certificate of Participation.

Each person should fill out their own Evaluation Survey.

Please refer to the SurveyMonkey link provided under the “Handouts” tab of the online event. The same link was provided in the reminder email sent out in advance of the event, and will be included in a follow-up email to those logging onto the live event. Please pass the link along to others viewing the event around a shared computer.

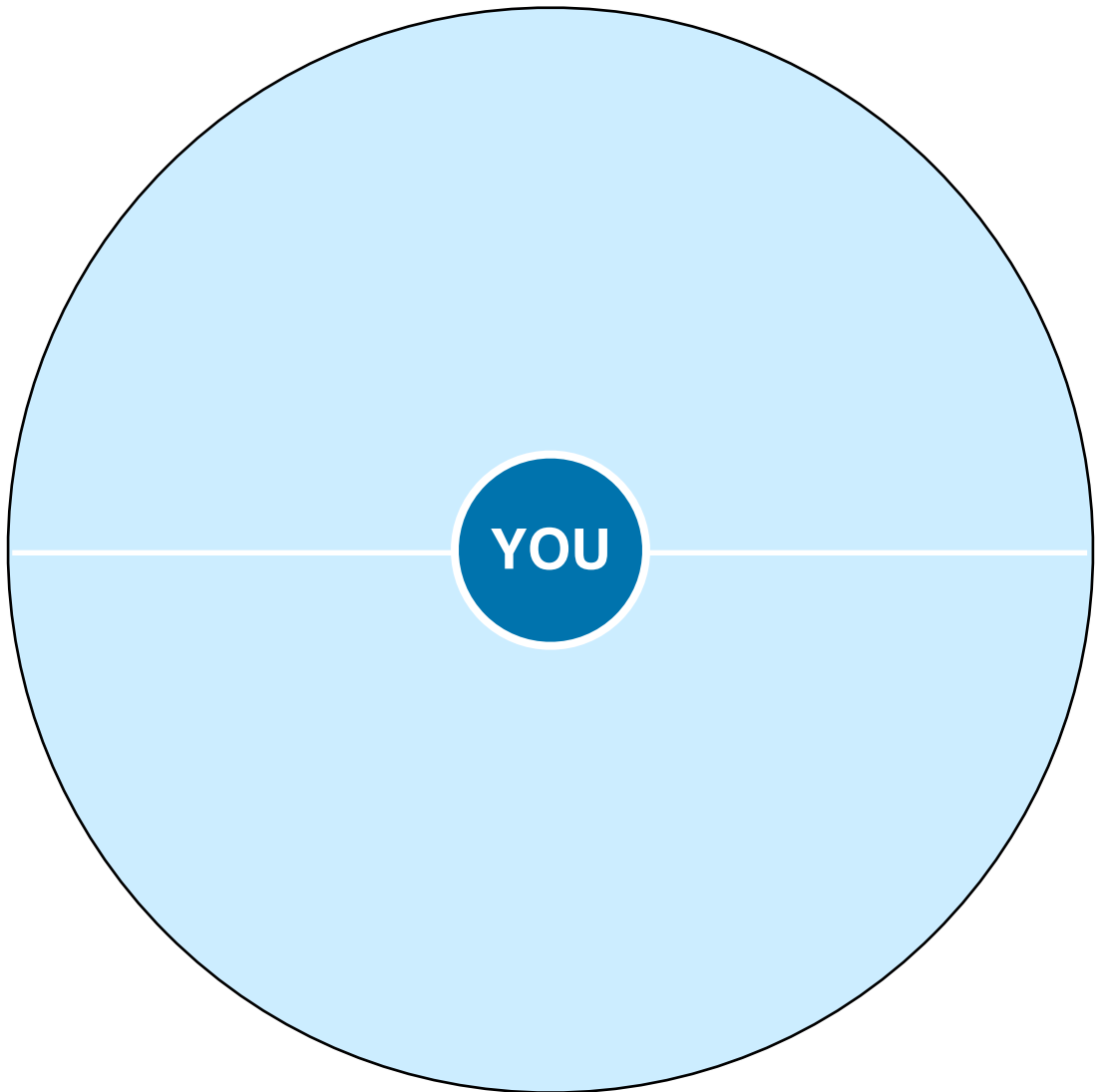
To learn more about trainings offered by CHAMPS and CCHN, please visit:

www.CHAMPSonline.org/Events/
www.CCHN.org/training-and-events



Your Circle of Influence

**Internal to Your
Organization**



**External to Your
Organization**

Filling in Your Circle of Influence

1. Take a few moments to think about the various people you interact with during the normal scope of your responsibilities for your position.
2. Who do you commonly influence?
3. Think about all of the relationships you have in your role: up, down, across, internal, external
4. Take a few minutes to fill in the names of these people in your Circle of Influence.
- 5. Identify at least 2 people with whom you might need to resolve an issue or solve a problem. Place a check by their names.**

Person One: _____ Person Two: _____

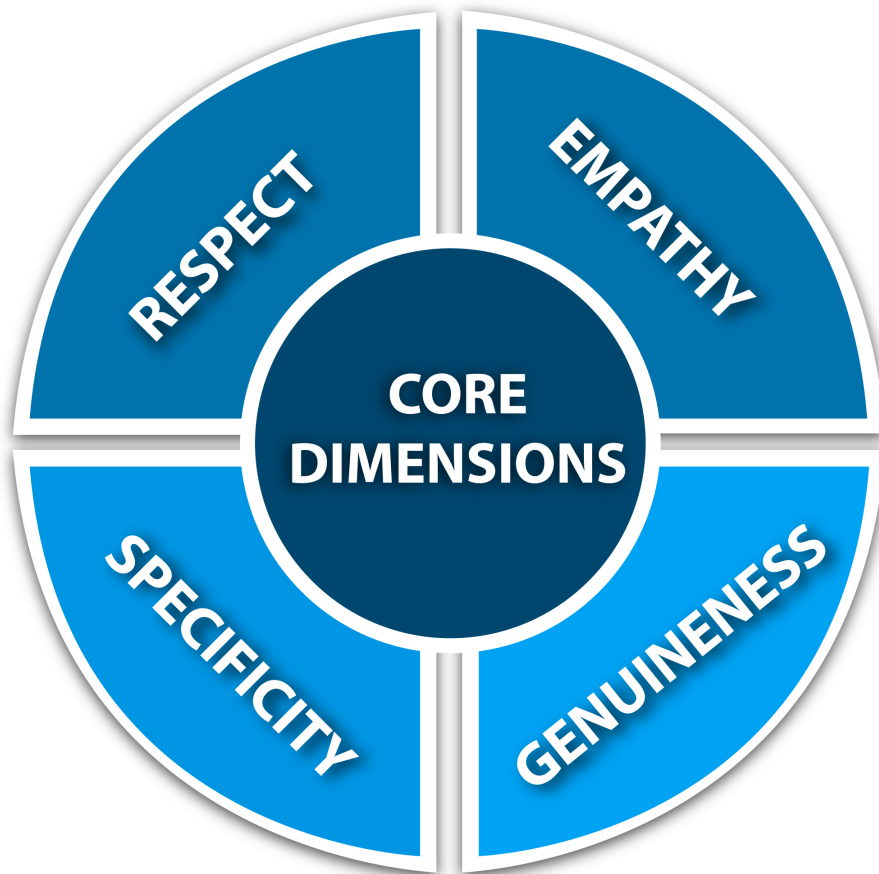


QUESTION

What is the issue to be resolved?

Core Dimensions

These Four Core Dimensions are the core of your Personal Power, or your Relationship Power.



Core Dimensions Exercise: In Your Small Groups

In your small groups, list specific behaviors or indicators for each of the Four Core Dimensions that would demonstrate someone’s delivering high levels of this Dimension to you, especially those that engender trust. (Respect, Empathy, Specificity, Genuineness)— **List observable behaviors, i.e. how would you know?**

RESPECT	EMPATHY	SPECIFICITY	GENUINENESS

REFLECT AND SELF-ASSESS

1. Think about someone you know (work or personal life) who consistently delivers high levels of the Core Dimensions to you.

List the name/initials here: _____

Choose 2-3 adjectives or descriptors that identify what you feel like when you are around this person:

2. Think about someone you know (work or personal life) who consistently delivers low levels of the Core Dimensions to you.

List the name/initials here: _____

Choose 2-3 adjectives or descriptors that identify what you feel like when you are around this person:



KEY POINT

There is a direct correlation between the delivery of the Core Dimensions and:

- the strength of the relationship
- the outcome of the situation or issue
- performance results

Impact of the Core Dimensions

HIGH LEVELS	LOW LEVELS



KEY POINT

Increase your awareness *and* deliver the Core Dimensions to change your relationships, teams and organizations!

Assessing Trust

	NAME	HIGH TRUST	MEDIUM TRUST	LOW TRUST
1				
2				
3				
4				

High Trust: There is a mutual understanding that other person knows you'll back him up or offer support, and vice versa. You can often agree to disagree without damaging the relationship. You're both willing to hold one another accountable for behaviors and communication. You'd say, "I'd trust this person to do what he says he'll do."

Medium Trust: More often than not, you trust this person to follow-through on what they say they'll do. You often need to follow-up to make sure, but most of the time you feel confident they'll be honest with you.

Low Trust: You often question this person's motives or intentions. It's difficult to discern where s/he is coming from. Communication is difficult, non-existent or contentious.



QUESTION

Where might you need to increase trust?

Assessing Commitment to Shared Vision

	NAME	HIGH COMMITMENT	MEDIUM COMMITMENT	LOW COMMITMENT
1				
2				
3				
4				

High Commitment: This person understands the vision and/ or goal, can explain his or her specific role in contributing to attainment and demonstrates consistent efforts (behaviors) to that end.

Medium Commitment: This person understands the vision and/ or goal, exhibits inconsistent behaviors to contribute and often needs coaching, cajoling or reassurance to stick to the path.

Low or No Commitment: You are either uncertain whether this person understands the vision and/or goal or you believe they are opposed to the vision and/or goal. They may simply not participate or they may choose sabotaging behaviors.



QUESTION

Where might you need to gain buy-in or commitment? Which person offers an opportunity to increase commitment?