

Building Relationships in Difficult Economic Times

Dr. Robert A. Milligan

Senior Consultant, Dairy Strategies LLC

Professor Emeritus, Cornell University

651 647-0495; rmilligan@trsmith.com

Pennsylvania Center for Dairy Excellence

Mastering the Dairy Business Conference Calls

Tuesday, October 12, 2010

Life is About Relationships

- Partner, employee and trusted advisor relationships three of many types of relationships.
- Relationships of all types are about trust – increasing trust improves the relationship
- The purpose of every interaction is:
 1. Accomplish the goal of the interaction
 2. To improve the relationship – increase trust

Topics for Today's Discussion

- The interpersonal relationship key
- Understanding the impact of change
 - Tools for challenging times.

Communication Begins with Listening

Active Listening

- Listen to content and emotional aspects and provide feedback on both.
- Focus on both message content and underlying feelings.
- Focus on joint problem solving.
- Fosters open communication and employee development.

When listening to, friends, family, employees, and co-workers; what percentage of the time do you listen:

Pay little or no attention.

Listen but you are also thinking about or doing other things.

Listen but you are also thinking about how you are going to respond to what is being said.

Listen with nothing else in your mind. Only after he/she has finished speaking do you begin thinking about how to respond.

 100%

Establish a realistic goal for the percentage of the time you will listen with nothing else in your mind. Only after he/she has finished speaking do you begin thinking about how to respond.

Goal _____%

Skills to Become a Better Listener

1. Pause 2-3 seconds before replying
 - Show you are carefully listening
 - Avoid risk of interrupting
 - Hear the other person better
2. Ask questions for clarification
 - “What do you mean?”
 - “Tell me more?”

What is your number one takeaway, observation or insight from our discussion of listening?

Share your takeaway, observation or insight

Relationships -- The Foundation

Trust and respect is the foundation for great relationships

- Between partners and colleagues
- Between the leader-supervisor-coach and those he or she leads, supervises and coaches
- With friends and family

Listening is a great start

Building trust

- Fairness is the key
- “Nice” is not sufficient or always effective
 - “Just being nice”: a common approach but not effective

Understanding Change

Answer the following questions as you responded to change:

1. Think of a change that was great. List one emotion that describes how you felt.

2. Think of a change that was a great loss for you. List one emotion that describes how you felt.

Research verifies that we follow one of two patterns of behavior following any change in our personal or work life

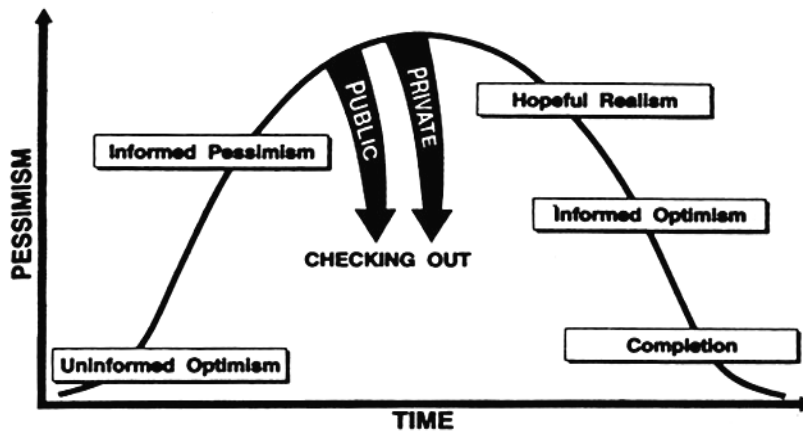
- One pattern when we view the change as a loss
- A second pattern when we see that the change provides opportunity

Value of understanding the two patterns of response to change:

1. Knowledge enables you to be a better agribusiness professional, supervisor, friend, family member.
2. Enables you to better understand the value of leadership – developing a relationship, an agribusiness, a farm or other organization that is more likely to view change as opportunity

Change as Opportunity

Response: Change is Considered **Good**



Adapted by Sharon M. Danes, Professor, Department of Family Social Science, University of Minnesota and Robert A. Milligan, Professor, Department of Applied Economics and Management, Cornell University, from Daryl R. Conner's book, "Managing at the Speed of Change".

Change as Opportunity

Axes:

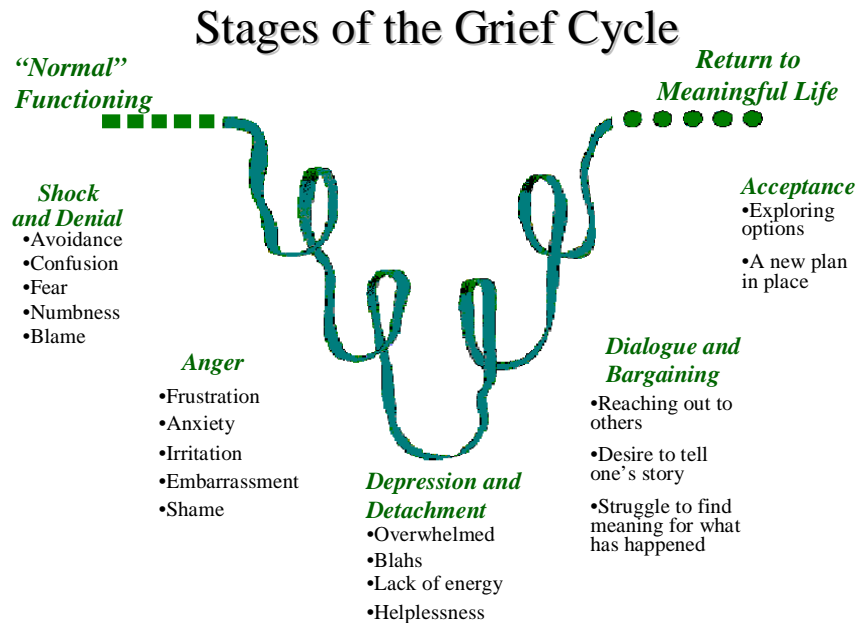
- Horizontal is time – exact time is different for each change and each individual
- Vertical – the level of pessimism about the change

Stages:

- Uninformed optimism - There is excitement about the change decision and belief that this is the best decision. This is the "honeymoon" phase of implementation.
- Informed pessimism - The true impact, including the "warts," become apparent. Doubts arise about whether the change is good.
- Checking Out - The change is now viewed as a loss rather than an opportunity

Note: Informed pessimism is an inevitable part of change as opportunity; checking out is not.

Change as Loss



Developed by Sharon M. Danes, Professor, Family Social Science Department, University of Minnesota; illustrated by Jim Kiehne Graphics. From Kubler-Ross, E., 1969, On Death and Dying.

Change as Loss

The pattern that all individuals go through when they view change as loss is portrayed by the Grief Cycle.

- Developed for grief, further research has shown it to describe all change viewed as loss.
- Whenever change is viewed as loss, this pattern describes our reactions.

The Grief Cycle is not necessarily a linear progression.

People can get stuck at any stage or flip back to a previous one.

Decision-making is more difficult and additional assistance may be required in the shock, anger and detachment stages

An individual views the situation differently after completing the Grief Cycle.

Stages of the Grief Cycle Personal and Confidential Exercise

Identify and describe a major change as loss you have experienced in your personal or professional life.

Reflect on your change and the grief cycle. Briefly describe your feelings and actions in each stage:

shock and denial

anger

depression and detachment

dialogue and bargaining

acceptance

Personal reflection: what lessons come to mind from these reflections?

Decision-making during the Loss Pattern

What should we be especially concerned about with those who are in this diagram due to today's turbulence?

Decision-making in loss

- There are additional challenges to decision making especially in the shock, anger, and depression and detachment stages
- Individuals, including managers, in these stages may require additional assistance

Decision-making in each stage

- Shock and denial: The need for decision making is often not recognized. Those assisting should focus on helping the individual move through this stage
- Anger: The emotional drain in this stage makes decision making very difficult. Again, those assisting should focus on helping the individual move through this stage
- Depression and detachment: In this stage it is often hard to find the energy to make decisions. Assisting in making decisions may be highest in this stage
- Dialogue and bargaining: More open to exploring options and planning but may not be a priority in this stage
- Acceptance: Becoming empowered to make decisions again. You are now seeing the decision-making skills that you have come to expect from this individual.

Describe a decision making limitation or failure that you observed that had to do with limitations resulting from being in the loss pattern

Understanding Anger

Anger as a stage in the grief cycle

- One of stage that like all stages is a natural part of the pattern of response to loss
- There is, however, the potential for actions that are regretted later or that have hurtful or harmful consequences

Anger: Emotion or Behavior?

- Anger is an emotion
- Anger is a behavior

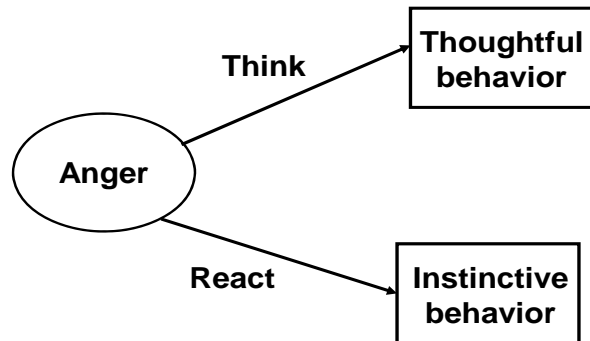
Anger as an emotion

- Effect is internal to yourself
- Impact is primarily on yourself
- Anger
 - Affects how you view things
 - Clouds ability to think clearly
 - Affect how your body responds
- Anger as emotion is normal and very personal
- Never tell someone: "Don't be angry!"

Anger as behavior

- Effect is external to yourself
- Impact is primarily on others
- Since the impacts are external, other individuals and our environment can and should impact our anger behavior
- We choose whether or not to exhibit angry behaviors

Acting – Behavior – on Your Anger



The Choice

- The instinctive decision: React -- You can ignore your decision opportunity and express or act on the anger experience
- The thoughtful decision: Think -- You can use your decision opportunity and proactively discover the root causes that made you angry

React: Expressing Anger in Unproductive Ways

Clear outbursts	Passive Aggressive
Yelling	Nitpicking
Throwing things	Failure to perform
Hitting someone	Constantly redoing work
Putting people down	Criticizing behind one's back

Identify 2 or 3 ideas, mechanisms, etc. that you can use to ensure that your anger behavior is thoughtful not reactive

Use Empathy – Do Not be Overly Sympathetic

Empathy not Sympathy

- Empathy: mentally entering into the spirit or feeling of another person; walking in another's shoes.
- Sympathy: feelings or impulses of compassion.

Role Play notes

Empathy not Sympathy

- Empathy helps people move through the grief cycle.
- Sympathy often keeps people from moving through the grief cycle.

Empathy not Sympathy

- Empathy opens your mind to opportunity.
- Sympathy feeds denial and anger

Identify 2 or 3 ideas, mechanisms, etc. that you can use to ensure that you are being empathic and not overly sympathetic

Reading List

- Blanchard, Kenneth H. and Sheldon Bowles. 1998. Gung Ho!, William Morrow and Company, Inc., NY.
- Blanchard, Kenneth H. and Don Shula. 1995. Everyone's A Coach, Harper Business, NY.
- Blanchard, Kenneth H. and Sheldon M. Bowles. 1993. Raving Fans: A Revolutionary Approach to Customer Service, William Morrow and Company, Inc., NY.
- Blanchard, Ken and Jesse Stoner. 2003. Full Steam Ahead! Unleash the Power of Vision in Your Company and Your Life, Berrett-Koehler Publishers, San Francisco.
- Buckingham, Marcus. 2005. The One Thing You Need to Know ...About Great Managing, Great Leading, and Sustained Individual Success, Free Press, New York
- Buckingham, Marcus and Donald O. Clifton. 2001. NOW, Discover Your Strengths, The Free Press, New York
- Buckingham, Marcus and Curt Coffman. 1999. First Break All the Rules: What the World's Greatest Managers Do Differently, Simon & Schuster, New York
- Collins, Jim. 2001. Good to Great: Why Some Companies Make the Leap. . . and Others Don't, HarperCollins.
- Conner, Daryl. 1992. Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail, Villard Books, New York.
- Covey, Steven. R. 1994. First Things First: To Live, To Love, To Learn, To Leave a Legacy, Simon & Schuster, NY.
- Covey, Steven. R. 1989. The Seven Habits of Highly Effective People, Simon & Schuster, NY.
- Fisher, Roger and William Ury. 1983. Getting to YES: Negotiating Agreement without Giving In, Penguin Books.
- Higgins, James H. 1994. The Management Challenge: An Introduction to Management, Macmillan, NY.
- Milligan, Robert A. and Maloney, Thomas. 1995. Human Resource Management for Golf Course Superintendents, Ann Arbor Press, Chelsea, MI.
- Senge, Peter M. 1990. The Fifth Discipline: The Art & Practice of the Learning Organization, Currency Doubleday, NY.
- Useem, Michael. 1998. The Leadership Moment: Nine Stories of Triumph and Disaster and Their Lesson for us All, Three Rivers Press, NY
- Weinstein, Matt. 1996. Managing to Have Fun, Simon & Schluster