Building & Maintaining Authentic Relationships

Todd Darnold, Ph.D.
Today’s Goals

• To understand our patterns of relationships and to evaluate opportunities for growth.
• To consider how to grow the number and/or quality of relationships.
• To better understand how to build, maintain, and rebuild trust.
A professional network is a set of relationships critical to one’s ability to get things done, get ahead, and develop personally and professionally.

- **Task Network** – Provides specific job related resources including information, expertise, material resources, & sales leads.

- **Career Network** – Provides people with career direction and guidance, exposure to upper management, help in getting developmental assignments, and sponsorship.

Ibarra, 1995
Your Task Network
Your Career Network
Professional Network

• Multilevel
• Multifunctional
• Internal & External
• Diverse
• Sufficiently sparse
• Long term
• *Trust based*

*Ibarra, 1995*
Diagnosis

• What patterns/tendencies, if any, characterize your network?
  – Why?
Different Networks For Different Goals

As a sale progresses through its four stages, the salesperson uses different kinds of social networks, and his or her job gradually shifts from gathering information to coordinating people's actions.

1. Identifying prospects market networks
2. Gaining buy-in and identifying upselling opportunities prospect company network
3. Creating solutions intra-organizational network
4. Closing the deal customer network

What the salesperson spends time doing
- Managing information
- Mobilizing people and coordinating their activities

TIME

Ustuner & Godes, 2006
Identifying Prospects

A salesperson's network for finding new leads in the marketplace should be made up of contacts who know different people. That way, each direct contact can connect the salesperson to diverse indirect contacts, creating a wide web.
Gaining Buy-In and Upselling

In this stage of the selling process, the salesperson must build relationships with people in the prospect company beyond his or her initial contacts.
In this stage, the salesperson first develops a sparse intra-organizational network, which gives him or her access to diverse expertise. Next, the salesperson connects the experts in a dense network to maximize the coordination of their efforts.
In the final stage of the sale, the salesperson must mobilize a network of past customers and outside experts who can serve as references to help persuade the prospect to buy.

**INEFFICIENT CUSTOMER NETWORK**

**EFFICIENT CUSTOMER NETWORK**
Diagnosis

• What are the advantages and disadvantages of your network?
Diagnosis

• List one task performance goal and one career development goal that require you to expand your network.

• Assess your network
  – What groups are over/under represented?
  – Who is missing from your network?
  – What network circles do you need to add?
  – What relationships do you need to authentically strengthen?

• What will you do to close the gaps in your network or improve relationships?
Authentic Network Development

- Be values and value driven
- Be goal driven, but not short term instrumental
- Be transparent
- Build a network of allies
- Give, give, give, Get, give... Take the long view!
  - Regularly engage your network
  - Reciprocity is critical
  - Community organizations/Not-for-profits
- Actively cultivate diversity
- Don’t become overly dependent on one relationship
- Ask for referrals
  - List three people you should ask for referrals
Building & Maintaining Trust
Building & Maintaining Trust

• Develop You First
  – Be confident in your own motives and abilities
  – Assume Positive Intent

• Build Trust Behaviorally

• Build Trust Incrementally

• Tackle Trust Breaches Head-On
  – Diagnose
  – Learn
  – Own
  – Rebuild

Based in part on Reina & Reina, 1999
Satisfaction and the Service Recovery Paradox

- Highly effective service recovery can result in higher levels of customer satisfaction than in cases where a service failure did not exist.
Relational Exchange

Dwyer, Shurr, and Oh 1987
Garbarino and Johnson 1999
Building, Maintaining, & Rebuilding Trust

Transactional Trust
• Trust of Capability
  – Skills & abilities
  – Allow people to make decisions
  – Seek input
• Communication Trust
  – Admit mistakes
  – Open communication
  – Give & receive feedback
  – Confidentiality
  – Good purpose

Character Trust
  – Manage expectations
  – Delegate appropriately
  – Encourage mutuality
  – Be consistent
  – Meet expectations

Based in part on Reina & Reina, 1999
Trust Relationships & Innovation
Trust Relationships & Innovation

• Collaborative Trust = f(Commitment, Capability)
  – But, its not for every relationship...only those where breakthrough innovation is desired.

• Commitment and capability to:
  – Share all relevant information
  – Plan jointly
  – Problem solve jointly
  – Place an emphasis on mutual well-being and success
  – Performance

Based in part on Fawcett, Jones, Fawcett, 2012
Fawcett, Jones, Fawcett, 2012
Transition: Companies Change Type of Projects Ideated and Undertaken

Benefits Related to Distinctive Products, Technologies, and Business Models

Benefits Related to Relationship

Risks Related to Relationship

Risks Related to Distinctive Products, Technologies, and Business Models

Stage 1: Limited Trust

Stage 2: Transactional Trust

Stage 3: Relational Trust

Stage 4: Collaborative Trust

Time, Experience, & Relationship Intensity

Fawcett, Jones, Fawcett, 2012
Trust Relationships & Innovation

• So now what?
  – Cultivate a collaborative culture
  – Scan for partners
  – Cultivate trust sensitive talent
    • EQ
    • IQ
  – Develop trust building routines
    • Balanced measurement approaches
    • Experiments and pilot projects
  – Align incentives
  – Perform

Based in part on Fawcett, Jones, Fawcett, 2012
The Mentor – Protégé Relationship
Mentoring for Clarity & Engagement

• Provide clarity by:
  – Role modeling core organizational values
  – Personifying organizational culture

• Drive engagement by:
  – Endorsing value
  – Nurturing growth
  – Providing exposure and visibility
  – Providing counseling
  – Advocating for opportunity
  – Learning from the protégé
Mentor or Protégé, or Both?

• Are you a mentor or protégé?
  – If yes, is the relationship effectively driving clarity and engagement?
    • If not, how could it improve?
    • Could adding more mentoring relationships be helpful?
  – If no, is now the time? If so, who?
Thank You!

Questions?