



# 10<sup>th</sup> Annual ADRP NYC Regional Conference

Friday, June 10, 2022

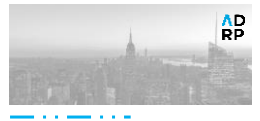
# Building Trusting and Trusted Internal Relationships

AD  
RP



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# Key Takeaways from Plenary?



## Inspiring Change Through Influence

*“Inspiring and enabling others to change their actions.”\**

*\*Influencer: The New Science of Leading Change*



Influencing  
Maxim

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You can't motivate or make  
others act

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Motivation is personal

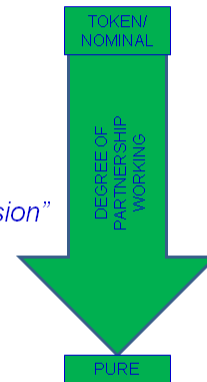
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Your job is to get them to  
**WANT** to change, act, say yes

## THE FIVE DEGREES OF PARTNERSHIP WORKING

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- **Co-existence**  
*"You stay on your turf and I'll stay on mine"*
- **Co-operation**  
*"I'll lend you a hand when my work is done"*
- **Co-ordination**  
*"We need to adjust what we do to avoid overlap and confusion"*
- **Collaboration**  
*"Let's all work on this together"*
- **Co-ownership**  
*"We all feel totally responsible".*



**Cowan Global**  
*Consulting*

# What's In Your Influencing Toolkit?

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# The Roles of Vision and Values

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8

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Be Sure You Can Articulate the Destination!

## Know the Influencers and Decision Makers



What do you and your champions need to know about each individual?

## Understand

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- Personal motivation
- Personal ability



11

Make Sure Your Request is Possible

~~im~~ possible



## Answers to Uncover

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- What drives this person personally?
- What are her fears?
- What “language does she speak?”
  - Facts
  - Stories
  - Bottom line
  - Action
- Why might she want to help you?
- Why not?

13

## Knowledge and Insight (Self & Them)

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Passions, motivations, values

Aspirations

Style

Blind spots

14

# Knowledge

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- Strengths
- Weaknesses
- Preferences
- Goals
- Pressures
- How they are evaluated



15

## Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

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Strategic and Generative Conversations

17

# Discovery Conversations



# Strategic Questioning Maxims

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- Open ended when learning and probing
- Closed when seeking agreement and action
- Ask impact questions, values questions, and commitment questions more than new information questions
- Broad to narrow
- Frame – give a reason for the question



## Generative Questions Guidelines

- Open-ended and challenging with multiple answers and lines of inquiry.
- Build on previous experience and interests,
- Identify relevant prior knowledge and understanding,
- Open areas for exploration and investigation,
- Focus thinking without cutting off possibilities,
- Promote diverse ways of thinking and learning from each other,
- Integrate ideas across teams.

20

## The Importance of PROBING, Unpacking!

Listen

- Listen carefully

Ask

- Ask a follow-up question

Go

- Go deeper until you understand INTENT

21

Listening  
for Intent\*  
\*Stephen Covey

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**Every good  
conversation  
starts with  
good listening.**

With Eyes  
and Ears and  
NO  
Assumptions

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What  
Percentage  
Listening?

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What are You Trying to Achieve?



25

What  
Questions  
Might You  
Ask?



## Demonstrate Empathy

- Look at the action you want the other person to take through his or her eyes
- Tie it to her aspirations, pressures, motivations, values
- Make her the hero



27

# Anticipate Obstacles and Possible Solutions



What's In It For Me?

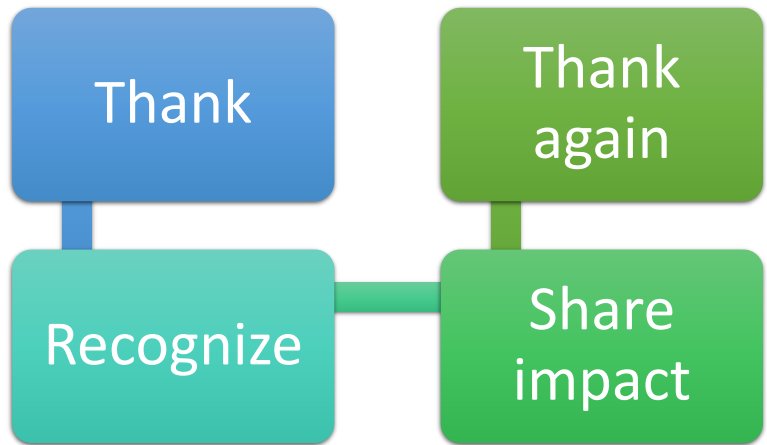


Brainstorm  
Solutions,  
Pathways,  
Together

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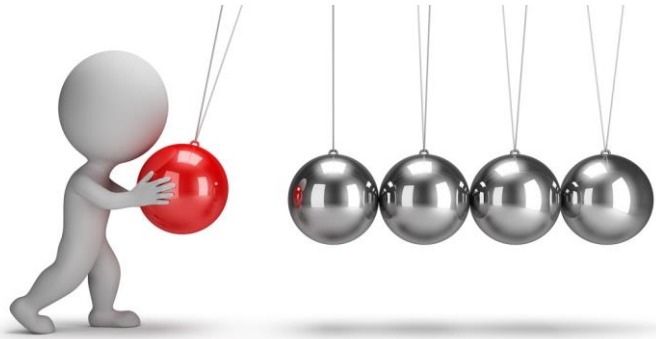
## Steward the Relationship!



31

# Take Action

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33

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