



Building bridges

Collaboration at work

Reflection guide

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Overview

By the end of this session, you will be able to:

- Understand emotional reactions
- Define what a “bridge” is
- Discover human motivators
- Identify relationship-building strategies

Key takeaways



Main points:



Learning insights:



What areas do I need to improve on?



My action plan:

Job aids or activity materials

The chain of events for emotions

1. **Precipitating Event:** Anything that may have happened prior to your emotional upset that could contribute to you being upset, like fatigue, illness, another conflict, etc.
2. **“Hot-Button” Trigger:** The behaviour or situation that “sets you off”; you might be sensitive to something particular, like being unfairly criticized, interrupted, gossiped about, etc.
3. **Evaluation:** The way you look at a situation can radically alter how you feel about it. If you choose to see the bright side, you can remain calm.
4. **Emotional Response:** Your evaluation creates an emotional response. If you think someone has wronged you, you could feel frustrated, anxious, discouraged, etc.
5. **Choose Your Response:** How are you going to deal with the situation? Retreat, attack, reach out to them to find a diplomatic win/win solution, etc.?

What are your “hot buttons”?

What are the behaviours and qualities that can cause your negative emotional reaction? Knowing what they are can help prevent them or even calm a potential overreaction.

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> Mean to others | <input type="checkbox"/> Attention-seekers | <input type="checkbox"/> Upset, but won't tell you | <input type="checkbox"/> Perfectionist |
| <input type="checkbox"/> Demanding | <input type="checkbox"/> Breaks their word | <input type="checkbox"/> Won't share their opinion | <input type="checkbox"/> Unemotional |
| <input type="checkbox"/> Disrespectful | <input type="checkbox"/> Takes all the credit | <input type="checkbox"/> Indecisive | <input type="checkbox"/> Uncaring |
| <input type="checkbox"/> Cuts you off | <input type="checkbox"/> Gossips | <input type="checkbox"/> Not a risk-taker | <input type="checkbox"/> Stern |
| <input type="checkbox"/> Impatient | <input type="checkbox"/> 'Kisses up' | <input type="checkbox"/> Won't change | <input type="checkbox"/> Rule-follower |
| <input type="checkbox"/> Uses profanity | <input type="checkbox"/> Plays favorites | <input type="checkbox"/> Sabotages | <input type="checkbox"/> Complains |
| <input type="checkbox"/> Pushy | <input type="checkbox"/> Blames others | <input type="checkbox"/> Doesn't take action | <input type="checkbox"/> Negative |
| <input type="checkbox"/> Arrogant | <input type="checkbox"/> Talks a lot | <input type="checkbox"/> A bore | <input type="checkbox"/> Obsessive |
| <input type="checkbox"/> Raises their voice | <input type="checkbox"/> Easily offended | <input type="checkbox"/> Socially awkward | <input type="checkbox"/> "I'm always right!" |
| <input type="checkbox"/> Threatening | <input type="checkbox"/> Doesn't finish tasks | <input type="checkbox"/> Painfully shy | <input type="checkbox"/> Critical of others |
| <input type="checkbox"/> Untrusting | <input type="checkbox"/> Forgetful | <input type="checkbox"/> Laughs inappropriately | <input type="checkbox"/> Fears mistakes |
| <input type="checkbox"/> Judgmental | <input type="checkbox"/> Disorganized | <input type="checkbox"/> Poor personal hygiene | <input type="checkbox"/> Worrier |
| <input type="checkbox"/> Control freak | <input type="checkbox"/> Melodramatic | <input type="checkbox"/> Puts themselves down | <input type="checkbox"/> Too intense |
| <input type="checkbox"/> Must get their way | <input type="checkbox"/> Sloppy or messy | <input type="checkbox"/> Can't take a compliment | <input type="checkbox"/> Geeky/ Nerdy |
| <input type="checkbox"/> No "Please/Thanks" | <input type="checkbox"/> Vain | <input type="checkbox"/> Lazy | <input type="checkbox"/> Doesn't get jokes |
| <input type="checkbox"/> Argumentative | <input type="checkbox"/> Stands, socializing | <input type="checkbox"/> Plays the martyr | <input type="checkbox"/> Nit-picky |
| <input type="checkbox"/> Racist/ Prejudiced | <input type="checkbox"/> Self-absorbed | <input type="checkbox"/> Speaks too quietly | <input type="checkbox"/> Won't 'chit-chat' |
| <input type="checkbox"/> Tells rude jokes | <input type="checkbox"/> Dumps work on you | <input type="checkbox"/> Speaks too slowly | <input type="checkbox"/> Speaks/ monotone |
| <input type="checkbox"/> Sexist behaviour | <input type="checkbox"/> Wastes time/money | <input type="checkbox"/> Easily enraged | <input type="checkbox"/> Hides mistakes |

Develop your co-operative style

Develop empathy. Empathy is a readiness to put ourselves into someone else's shoes, and then to act to meet their needs. Actions that demonstrate empathy include taking time to listen well, showing concern and interest, taking another's needs into account when making decisions and checking back to see how the other person is doing at a later date. The impact of empathy on the person on the receiving end is they feel supported, valued and respected.

Forgive them. Forgiveness of someone's bad behaviour does not mean they are no longer responsible for their actions. Rather, helps you to relieve intense emotions such as anger. If we find that we are very angry with someone, our minds can become consumed with thoughts of retaliation as well as replaying the injustice over and over in our memory. Forgiveness allows us to let go of the anger and heal ourselves.

Be curious. By being curious, we learn from others and increase our understanding and knowledge. Actions that demonstrate curiosity include asking thoughtful questions, observing others with close attention, and asking for information when we don't understand or encounter difficulty. The impact of respectful curiosity on the person on the receiving end is they feel acknowledged and valued for their information or expertise.

Be present. When we are "present" with another person, we bring the fullness of our being (body, mind, and spirit) to the encounter. Actions that demonstrate that we are present include stopping distracting internal chatter which limits our ability to attend to others, truly listening with all our senses in order to understand what the other person is saying and giving our time and consideration. Trust and respect for the other party increases.

Respect and kindness. Something as simple as saying 'please' and 'thank you' can go a long way towards showing respect. Many people can be quite sensitive about being disrespected. How can you show basic respect and kindness? There are many examples, including offering a cheerful good morning, stopping to help if someone has dropped what they are carrying, holding a door open, remembering important dates such as birthdays and anniversaries, complimenting others on a job well done.

What can I improve? Often times, we have a blind spot in our personality: some troublesome trait that consistently challenges people's patience. It can be extremely helpful to ask a wise friend or mentor who knows us well (and is kind) "What rough edges do I have on my personality that could be sanded down? How can I be more

pleasant and get along better with people? Is there anything about the way I interact with people that bothers people, and that I am not yet aware of?”

Make the other person’s day. This means that you bring a momentary ray of sunshine into another person’s life, an opportunity to feel good about themselves or about life in general. Actions can include giving a great compliment that is unexpected, creating a random act of kindness, surprising someone with an act or gift that is delightful and shows appreciation for their uniqueness or contribution, or bringing a significant amount of humour to an encounter. The other person will feel buoyed up, happily surprised, or encouraged or worthwhile.

Understand the 4 human drives

AUTHORITY: The need to be impactful and influential.

A person with a high need for authority tends to be an outgoing, task-oriented individual. They tend to move into leadership positions in the home or office, whether or not they have the job title (for example, employees with the same position may be more domineering and pushier than others and tend to call the shots). They want to be in control. They are focused on the bottom line. They want to make a big difference. They make decisions quickly, think big and take action.

ACCOLADES: The need to be recognized for excellence and success.

A person with a high need for accolades tends to be an outgoing, people-oriented individual. They want to be the star of the show and command attention. They crave respect. When they walk into a room, they want all the eyes on them. They struggle with sharing credit and may want to avoid having blame placed on them. They can be high-energy and fun. If there is a big success, they want to make sure everyone knows that they were the one that carried the ball over the goal line. They make decisions emotionally and impulsively.

AFFILIATION: The need to be in relationships, to feel part of a group.

A person with a high need for affiliation tends to be a reserved, people-oriented individual. They want to keep the peace and make sure that the people around them are happy. They tend to be conflict avoidant and would rather lose than force an argument. They can be loyal and helpful to the point of being self-sacrificing. The most important thing is to feel a connection with people they care about. If anyone is angry with them, they feel crushed. They are like a turtle in a race: slow and steady, and committed to eventually crossing the finish line at their own plodding pace.

ACCURACY: The need for quality, precision, and detailed procedure.

A person with a high need for accuracy tends to be a reserved, task-oriented person. They are focused on details and procedure. They are conservative in manner, dress and beliefs. They make decisions slowly, preferring to over-analyze the details and avoid risk or errors. They can be cold and unemotional. They tend to be highly knowledgeable, experienced, and intelligent. Sometimes, they can have a condescending “know-it-all” attitude towards others.

Which motivator is being addressed?

1. You really took control and got the job done. _____
2. You did an amazing presentation; the crowd was thrilled. _____
3. We couldn't have been so successful without all your hard work. _____
4. I respect your attention to detail. _____
5. Whenever you set a goal, I know it's a 'done deal'. _____
6. You really energize all of the staff with your enthusiasm. _____
7. You are the most incredibly loyal person. _____
8. We wouldn't have caught that mistake if it weren't for your analysis. _____
9. The final decision is yours. _____
10. Would you chair this committee? People will join if you do. _____
11. How do you think we could thank team members? _____
12. We need your expertise on this one; without it we can't really make this decision correctly. _____

Who to build a “bridge” with?

Consider your key relationships and take a moment to answer these questions in the space provided:

Name: _____ Relationship: _____

Describe the QUALITY of your relationship: _____

What do you like BEST about this person? _____

What do you like LEAST about this person? _____

Motivator is: AUTHORITY ACCOLADES AFFILIATION ACCURACY

What COMPLIMENT could you pay this person? _____

What could you do to MAKE THEIR DAY? _____

What could YOU do to improve your relationship? _____

Name: _____ Relationship: _____

Describe the QUALITY of your relationship: _____

What do you like BEST about this person? _____

What do you like LEAST about this person? _____

Motivator is: AUTHORITY ACCOLADES AFFILIATION ACCURACY

What COMPLIMENT could you pay this person? _____

What could you do to MAKE THEIR DAY? _____

What could YOU do to improve your relationship? _____

References or additional resources

Helpful resources

The seven habits of highly effective people – Stephen Covey

(ISBN 0-671-70863-5)

The 15 million-copy bestseller focuses on a principle-centered approach for solving personal and professional problems. Teaches “Seek first to understand, then be understood.”

How to win friends & influence people – Dale Carnegie

(ISBN 0-671-72365-0)

The all-time #1 bestselling people-skills book teaches: the 6 ways to make people like you, 12 ways to win people to your way of thinking, the 9 ways to change people without resentment

Positive Personality Profiles – Dr. Robert Rohm

(ISBN 0-9641080-0-3)

Using the easily learned D.I.S.C. system, this book helps you understand yourself and others, and allows you to shape a message that is appropriate for their personality

Mars and Venus in the Workplace - John Gray

(ISBN 0060197 96)

Based on gender-related communication patterns, this book provides great tools for reducing conflict and misunderstandings in the work arena.