

# BCS 119

## Building Relationships



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| <b>Time allotted</b>   | 50 minutes  |
| <b>Teaching format</b> | Instructor-led discussion with PowerPoint support, Activity |

### Resources

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| <b>Handouts</b>                                      | <ul style="list-style-type: none"> <li>• BCS 119 - Commissioner Encounter Game – 1 per person</li> <li>• BCS 119 - Relationship Pyramid – 1 per person</li> <li>• BCS 119 - 20 Questions – 1 per person</li> </ul> |
| <b>Equipment and materials</b>                       | <ul style="list-style-type: none"> <li>• BCS 119 – Building Relationships course plan</li> <li>• BCS 119 – Building Relationships PowerPoint presentation</li> <li>• Computer and projector</li> </ul>             |
| <b>Resources for additional participant learning</b> |  |

### Course Connections

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| <b>Connections to other CCS courses</b> | <ul style="list-style-type: none"> <li>• BCS 114 – Understanding and Communicating with Today's Leaders</li> <li>• MCS 314 – The Commissioner and the Professional</li> <li>• DCS 519 – Turning Relationships into Partnerships</li> </ul> |
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### Presentation Outline

#### Introduction and Course Objectives – 2 minutes

Unit service is all about relationships. In this course, we will discuss how commissioners can build and maintain positive relationships with those they serve and explore possible pitfalls that can undermine them.

#### Learning objectives:

- **Discuss** the top ten characteristics people seek in positive relationships.
- **Explain** one way to measure relationships
- **Explore** possible mistakes that can harm relationships
- **Explain** how to rebuild a damaged relationship

### **“Commissioner Encounter” Activity – 5 minutes (As quickly as possible)**

#### **Distribute “Commissioner Encounter Activity:**

Participants meet and greet other participants and have others initial the appropriate criteria box. Participants may only initial one box per sheet.

For virtual presentation, depending on class size, ask participants (some or all) to introduce themselves by (1) name, (2) council, (3) headquarters city and state, and (4) **one** of the “20 questions” that applies to them (preferably one that has not previously been selected).

**No more than 15 – 30 seconds per person.**

The handout may be (a) sent in advance, (b) sent during class a few moments before when it will be useful, (c) posted to a Google Drive, DropBox, or similar location where participants can access it, or (d) sent after the class ends. Posting a link in the chat line creates a distraction.

### **Top ten characteristics people seek in positive relationships – 20 minutes (slides 4-8)**

#### **Rhetorical Questions**

**ASK:** (Don’t Answer) - Think of these scenarios, if you will:

- Can anyone win the ball game by himself?
- Can anyone win a tennis match alone?
- Can a Life Scout earn Eagle rank without help?
- Can leaders do their jobs all alone?

The obvious answer to all these questions is "No." That is why it is important to make personal connections and build relationships.

**Relationship research:** Share these quotes:

“The most important single ingredient in the formula of success is knowing how to get along with people.” - Theodore Roosevelt

“You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.” - Dale Carnegie, *How to Win Friends and Influence People*.

#### **Top 10 things that people want from a relationship**

**ASK:** What do you think are the top 10 values people want in a relationship?

For virtual presentation, consider whether to (a) allow participants to just speak up, (b) ask for responses to be posted in the chat line for the facilitator to read aloud, (c) ask participants to raise their hands for the instructor or facilitator to call on, or (d) choose a combination of those options.

### **Guide participants to, and then discuss:**

- Appreciate people's worth – Genuine
- Empathetic - Unselfish - Giving
- Communicate openly – Knowledgeable
- Listen - Demonstrate interest - Inquisitive - Quiet
- Positive - Upbeat - Optimistic
- Reliable - Be honest - Do what you say
- Trustworthy – Build trust – Earn it
- People person – Caring – Easy to talk to
- Understanding - Objective – Unbiased - Respect other's point of view
- Willing to find common ground - Persistent, but not aggressive

Share Examples as time permits.

### **Appreciate People's Worth - Genuine:**

Demonstrate that you accept people for who they are - be open - learn about a person's culture or background. When you show another person that you want to know about them, they are more likely to be open to you. Be genuine.

**Commissioners work with a variety of people.**

### **Empathetic - Unselfish - Giving:**

Put yourself in their position to **appreciate their point of view**. Take time to recognize and work with their emotional state. You can adjust your body language to appear open as well.

**Commissioners are there to serve others.**

### **Communicate Openly - Knowledgeable:**

People need to talk. Set aside time to talk about the way things are going. Ask open-ended questions. Be willing to speak about important issues openly and **stick to the issue**. Be open and honest, and don't talk too much, especially about yourself. Share information that will be useful to them.

**Commissioners link unit needs to the district and assist units in solving their issues.**

### **Listen - Demonstrate interest - Inquisitive - Quiet:**

It's very important to remember to keep your arms open, not folded, to convey to others that you are open to their ideas. Give feedback to the ideas being shared. Asking questions about their ideas also indicates interest. Know when to be quiet.

**Commissioners listen more than they talk.**

**Positive - Upbeat – Optimistic:**

When asked weekly, “How are you?” a man in the bowling league often answered with a complaint, and most league members avoided contact with him. Someone then changed the question to, “Did anything good happen to you last week?” He responded that he had bowled a 265, and almost immediately, others joined in the conversation. His positive remarks made people more accepting of him, and they all learned much about this individual they hadn’t known.

**Commissioners who find and compliment the positives are more likely to be consulted when issues arise.**

**Reliable - Be honest – Do what you promise to do:**

**If you don’t know an answer, be honest and admit it.** Perhaps you don’t know the answer, but you may know someone who does. **“I’m not sure. I’ll get back to you.” will earn respect and trust from others.** But **make sure to follow through and get back to the person in a timely manner.** If it takes longer than expected, update your contacts, letting them know that you haven’t forgotten them and are working on it and will be in touch.

**Good commissioners will find the answer and follow up.**

**Trustworthy – Build trust – Earn it:**

Trust is not given freely; **it must be earned.** Building a positive and trusting relationship takes time, and we must feel confident that when we discuss confidential matters, we can trust others to keep them between us. When this trust grows, we feel more comfortable asking difficult questions, discussing our struggles, and asking for help. One must develop and maintain trusting relationships with volunteers and professional staff in scouting. Nothing will result in a relationship breakdown faster than breaking someone's trust.

**As commissioners, we are asked to be friends with the unit. Trust is essential for a commissioner's success.**

**People Person - Caring – Easy to talk to:**

Think of all the people you know. People like to be around others who have a caring and upbeat attitude. They want to be around those who are easy to talk to about their successes and struggles.

**Commissioners encourage others by being upbeat and rallying others to be optimistic about overcoming obstacles.**

**Understanding - Objective - Unbiased - Respect other’s point of view:**

Understanding other people by looking at things from their point of view and recognizing their emotional attachments to their opinions will open communication. Remember the gentleman from the bowling alley? It was understood that all he wanted to do was talk with people—he wanted something to say. The members of the league were empathetic to his need. They helped to focus the direction of his remarks, which made it easier for him to fulfill his needs.

**Commissioners appreciate various points of view and are impartial, open-minded, and sensitive to the needs of the units they serve.**

**Be willing to find common ground - persistent, but not aggressive:**

When introducing people, it is natural to say, “Tom, this is Harry, and like you, he is a backpacker!” Common ground.

Asking open-ended questions to uncover some personal information will help establish rapport. You might discover a school experience, a Scouting event, or a hobby that you have in common.

**Good commissioners get to know their units’ leaders personally – beyond their Scouting roles.**

## Measuring Relationships – 8 minutes (slides 9-13)

**Measuring Your Relationships – Handout: Acuff & Wood “Relationship Pyramid” – 1 per person**

For virtual presentation, the handout may be (a) sent in advance, (b) sent during class a few moments prior to when it will be useful, (c) posted to a Google Drive, Drop Box, or similar location where participants can access it, or (d) sent after the class ends. Posting a link in the chat line creates a distraction.

We have discussed several methods and examples of how to build personal and professional relationships but there remains one major question:

**ASK:** How do you know that you have built a **quality** relationship with another individual?

Jerry Acuff and Wally Wood researched that question in terms of business customers and colleagues and developed the “Relationship Pyramid:” - *The Relationship Edge in Business: Connecting with Customers and Colleagues When It Counts*, Wiley Publishers; 1 edition, April 2, 2004.

The Acuff & Wood relationship building process is stated in **THREE STEP PROCESS to BUILDING LASTING RELATIONSHIPS**: “Have the right mindset. Ask the right questions in the right way for the right reasons. Do the right thing to avoid undermining the goodwill you build.”

**Know where you are on the “pyramid”**

**ASK:** How do you know which level of the relationship pyramid you are on with other individuals?

Often, you will be on different levels with different individuals, and it may take different lengths of time to establish relationships because all people are different. You must learn to trust your instincts and strive to reach the top through your actions - What you do, how you do it, and how consistently and predictably you do it. It doesn’t just happen. You must work at it.

Refer to “Top 10” for concrete examples that will help commissioners form meaningful relationships.

## 20 Questions (handout – 1 per person)

**ASK:** What are some questions we could ask to get to know the personal side of others?

**(If previously used for virtual presentation, you may wish to remind participants about why you conducted introductions as you did – to save time versus stories).**

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**SHARE:** Each of these questions can be used by commissioners as icebreakers to get to how different leaders. Of course, you don't ask all of them at once. Small talk unrelated to Scouter's position in the unit can elicit information of a more personal nature, allowing the commissioner to develop the "friendship" first. Developing these trusting friendships can facilitate the Scouting/business relationship. It is all based on finding common ground. These questions and the "Commissioner Encounter" ice-breaking game have been used before training events to get people to mingle and talk - find likenesses. Units have adapted the "Commissioner Encounter" for use at their parent recruitment nights. It encourages conversation. Reaching out is the first step!

### Role of the Commissioner

Individuals are invited to be commissioners because they have demonstrated their ability to reach out and assist others—they are "people people." We are commissioned and trained to establish working relationships with our assigned units.

Unit commissioner position-specific training mentions that commissioners are asked to be a **"friend, 'doctor,' teacher, coach, and representative."** All of these depend on a healthy and trusting relationship with the unit's leadership. Having fostered these relationships, the commissioner will likely outlast the unit's leadership as leaders come and go, usually moving on with their child. When this occurs, newer leaders will look to the commissioner as a source of continuity and stability in the unit. The commissioner becomes a sort of historian for the unit and a guide to a positive future.

**Roundtable commissioners** build relationships with leaders by sharing, inspiring, motivating, and challenging them to do better. They help foster relationships among leaders. Consider a spider web: the commissioner is at the center, the leaders are the spokes, and the relationship building, working together to achieve a task, links the spokes and provides the cross pieces to strengthen the web.

**District and assistant commissioners** must **identify and recruit the people with the "right stuff."** They must build relationships with various people long before appointing them to commissioner positions. District commissioners and assistant district commissioners must be **capable of enlisting upbeat, personable, and passionate** leaders to commission the units in their districts.

**Council and assistant council commissioners** must also build relationships with new individuals. Most administrative commissioners and professionals recognize that to be considered for this

position, individuals must demonstrate the ability to successfully establish long-standing **trusting relationships** with many Scouting volunteers and professional staff.

## **Mistakes that can Harm Relationships – 5 minutes (slide 14)**

### **Common Mistakes to Avoid**

**ASK:** What are some things that can ruin a meaningful relationship?

Some examples might be:

#### **Not saying “Thank You:”**

“A piece of paper and a shred of cloth” or a certificate and a knot show appreciation. **If you don’t show gratitude, even in its simplest form, you risk leaving a negative impression that someone is not appreciated.**

#### **Forgetting to follow up:**

As we said earlier, say what you’ll do and do what you say. Be consistent. If a leader can’t rely on their commissioner for assistance, who can they rely on? “I forgot to do it” won’t maintain the trust needed to work together effectively.

#### **Thinking and Talking Too Much About Yourself:**

Yes, it does start with you. You make an effort to make connections. But it’s not about talking about yourself all of the time. **If you’re talking about yourself, how can you show someone else you are interested in them?** Building relationships is about doing or saying the right thing for the right reasons.

**Network to help others, not yourself.**

#### **Stop Listening:**

If you fail to listen attentively, you give the speaker the impression that you don’t care about their well-being. **“He couldn’t care less. He’s not even hearing what I have to say.”** People want to talk. They also want someone to listen to them.

#### **A Slip of the Tongue:**

We sometimes say the wrong thing to the wrong person at the wrong time. Remember that as commissioners, we represent the larger organization and must do our best to choose our words carefully to avoid leaving a wrong impression or giving incorrect information. **“Choose your words wisely, as they may be your last.”**

#### **Violating a Confidence:**

Simply stated, if you do not demonstrate your integrity to keep matters spoken in confidence, you will not be able to remain close to anyone. No trust = no **relationship**.

## **How to Rebuild a Damaged Relationship - 5 minutes (slide 15)**

- Recognize the problem
- Be humble
- Keep your word

**ASK: How do you rebuild a broken relationship? Discuss as time allows.**

In a few words, rebuilding a bruised relationship is painful and time-consuming.

The first step in rebuilding any relationship is recognizing what went wrong without assigning blame. Evaluate what went wrong in the first place. Be humble and explain honestly what went wrong. If you need to apologize, do it.

That first step is only the beginning. You will have to work overtime to repair the broken trust. Keep your word. Be open. Be genuine. Demonstrate a sincere concern for the other person.

Then, go back to the top 10 suggestions and start climbing the pyramid again, fully aware that rebuilding will take much longer.

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**Summary/Conclusion – 2 minutes (slide 16)**

Building relationships does not always come naturally. Relationships of any worth can be planned, take time, and require persistent effort.

**Questions/Comments – 3 minutes (slide 17)**