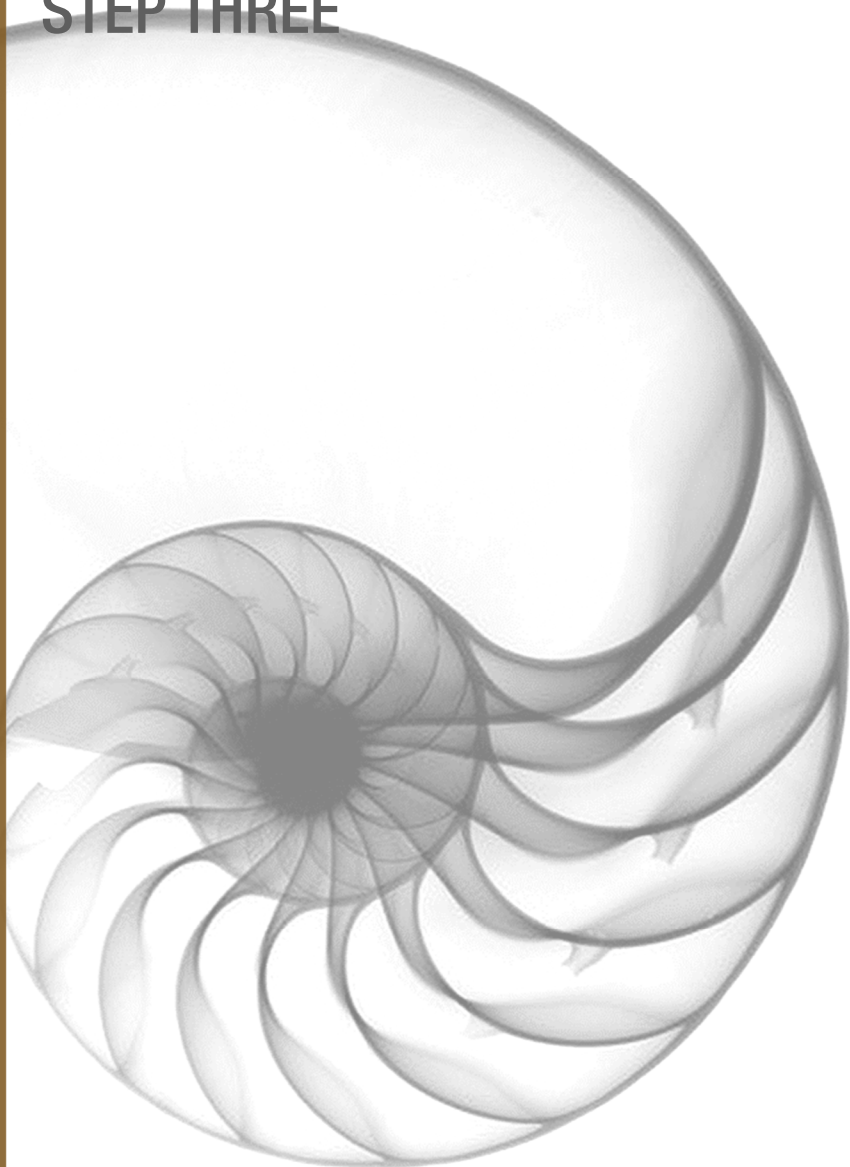


PATHBUILDERS®  
**PERCEPTA®**  
FALL 2024

# RELATIONSHIP BUILDING IN HYBRID

DECEMBER 2024  
STEP THREE





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Business, after all,  
is nothing more than a bunch of human relationships.

~Lee Iacocca

## YOUR BUSINESS RELATIONSHIPS

### CO-WORKERS

- Peers at your level both in your area and across the organization
- You need their input and cooperation

### FRONTLINE WORKERS

- Your teams, the people closest to the action
- You need them to deliver and share their insights

### LEADERS

- Senior decision-makers, guiding the organization
- You need them to know and value you

### EXTERNAL NETWORK

- Peers at your level OUTSIDE of your organization
- You need their experience, ideas, and best practices

## WHY WORKPLACE RELATIONSHIPS ARE CRITICAL

### HOW WORK GETS DONE

- Social capital—benefits from people you know
- Reciprocity of support—help, pitching in, expertise
- Collaboration and productivity

### KEY TO YOUR CAREER

- It's not what you know but who knows what you know!

### BUSINESS IS

### CROSS-FUNCTIONAL

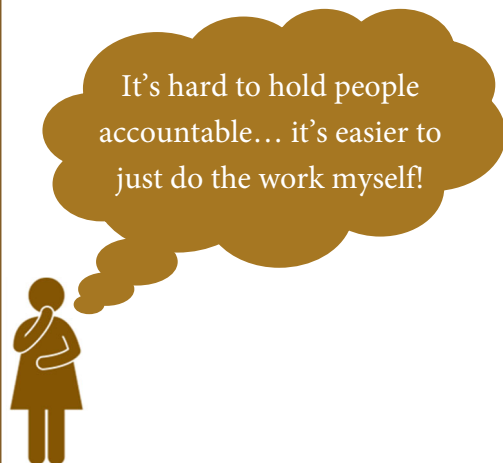
- Your next promotion will rely on cross-functional thinking
- Understanding impact
- Trust and collaboration

## NOTES

# RELATIONSHIP BUILDING IN HYBRID

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## WHY RELATIONSHIPS ARE ESSENTIAL IN MANAGING



It's hard to hold people accountable... it's easier to just do the work myself!

### SOMETIMES YOU FEEL

I have a good relationship,  
I don't want to damage it

### YOU NEED TO FOCUS ON

Skill and practice on giving  
feedback—if well delivered,  
feedback is welcomed!

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I have no relationship,  
I don't know where to start

First step is relationship  
building—must have trust  
for feedback to be heard

## ASSESSING WHO IS IN YOUR NETWORK TODAY

- Mapping your network—across levels and across the organization
- Who are the individuals in your network today?
- Where is your network strong? And, where are the gaps?
- What relationships could be particularly helpful for your work and your career?

## NOTES

# RELATIONSHIP BUILDING IN HYBRID

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**MAPPING YOUR NETWORK**—Note the individuals in your network today, both inside and outside of your core area. Write actual names. Use this map to identify areas of strength and gaps where you need to focus.

	In Your Department	In Depts You Work Closely With	Broadly in the Organization
Above your level			
Peers – at your level			
Support staff / Team members			

# RELATIONSHIP BUILDING IN HYBRID

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## BUILDING RELATIONSHIPS

- Relationships are founded on common ground—shared interests and shared experiences
- We trust people who like what we like
- Connections begin with conversation and curiosity—uncovering commonalities
- It requires intentional action, time, and practice!

## THE SCIENCE OF RELATIONSHIP BUILDING

Relationship building is a process—not a talent/skill that you’re “born with” — it can be learned, and with practice you can be a great networker and relationship builder!



### BREAKING THE ICE

- Putting others at ease—sharing a “bright glimpse of the obvious”
- Starting a conversation—Asking a question or sharing an observation
- Being open, genuine, and curious

*“We have so much change in our department, how is your team handling it?”*



### FINDING COMMON GROUND

- Taking in cues from others’ surroundings
- Asking questions to identify shared interests and experiences
- Following up where you have commonality and naming the connection

*“Oh, I love eating out, too, what’s your favorite restaurant?”*



### NURTURING WITH FREQUENCY

- Having a routine for how you maintain connections
- Reminding about your connect points
- Don’t let too much time pass between interactions

*“I just read this interesting article that I knew you’d be interested in!”*

## NOTES

# RELATIONSHIP BUILDING IN HYBRID

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## MAINTAINING RELATIONSHIPS WHEN REMOTE

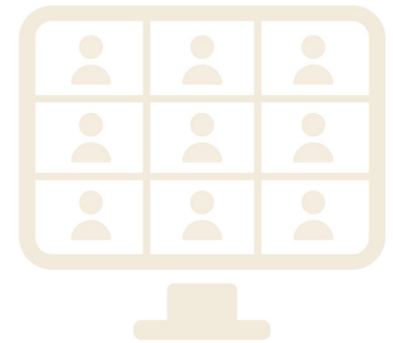
Whether working remotely, hybrid, or in-office, relationship building must be a focus wherever we are—Here are some strategies for nurturing connections when we're online, offline but remote, and in-person!

Resources here collected from a wide variety of sources, including: Deloitte, The Economist, Fast Company, HBR, MindTools, Pathbuilders, Randy Hain

### WHEN ONLINE AND REMOTE

The key to connecting online is to mimic in-person interactions

- Making sure interactions feel eye-to-eye, looking at the camera, engaged
- Scheduling extra connect points to simulate the casual interactions that exist in the office
  - Greetings and personal connections as meetings start
  - Post-meeting debriefs with trusted peers to share reactions
  - Reachouts to key contacts just to check in, with no business agenda



### WHEN REMOTE AND OFFLINE

The key to maintaining connections between live interactions is to create systems for yourself

- Working the calendar to block time to catch up with key contacts
- Hying personal touch in all of your offline exchanges
  - Remembering what matters to your contacts so you can ask about it
  - Sending resources that would be interesting to them
  - Making sure you take time to make emails personal
- Building structure to make communication flow easy...so you do it!
  - Having DM streams/channels pre-built for all of your key teams and connects
  - Creating norms for reasons to reach out, such as *I'm stuck*, *Here's an info share*, or *Kudos-great work!*



## NOTES

# RELATIONSHIP BUILDING IN HYBRID

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## MAINTAINING RELATIONSHIPS WHEN IN-OFFICE

The key to maximizing your in-office time is to be planful!

- Scheduling your days in the office around others' calendars so you can be sure to connect with the people it's most important to have time with
- Being strategic with every moment you have in the office
  - Booking a conference room for yourself to facilitate spontaneous meetings
  - Arriving early at any meeting or gathering to make personal connections
  - Placing yourself in a high-traffic area to increase the likelihood of seeing others

## NOTES

## KEY TAKEAWAYS

- Workplace relationships are critical to your success
  - How work gets done – Who knows your work – Cross-functional collaboration
- The ideal network is broad, deep, and strong, AND, it is both inside and outside of your company
- Our relationships with our teams enable accountability
  - Trust enables giving and receiving feedback
- Building and maintaining relationships is a process
  - Starting conversations - Seeking common ground – Nurturing contacts
- In the hybrid world, it's **CRITICAL** to be planful with our time when online, offline, and in-person

# RELATIONSHIP BUILDING IN HYBRID

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## INTROSPECTIVE EXERCISE

Take time to rate your effectiveness in these areas, then identify 2-3 specific actions you will take this month to grow.

	ALREADY EXCELLING	ON TRACK, BUT CAN IMPROVE	AREA TO FOCUS ON
<b>IMPORTANCE OF BUSINESS RELATIONSHIPS</b>			
I prioritize building relationships inside and outside my organization			
I build relationships with peers that help us to support one another			
I recognize the value of relationships that enable career growth & success			
I know that having strong connections across my organization allows me to broaden my perspective and see the organization as a whole			
<b>MAPPING YOUR NETWORK</b>			
I have strong relationships within my department at every level			
I have strong relationships with those who depend on my team to get their work done			
I have strong relationships in departments I depend on for my success			
I am known to senior leaders in my organization			
<b>BREAKING THE ICE</b>			
I am able to put others at ease when we first meet and start conversations			
I am comfortable starting conversations			
I am genuinely interested in what others have to say			
<b>FINDING COMMON GROUND</b>			
I ask open ended questions to discover connect points			
I pay attention to pick up on areas to dig deeper for understanding			
I find it easy to create connections with new people			
<b>NURTURING WITH FREQUENCY</b>			
I have a system to remember my contacts and a routine for follow-up			
I schedule time to focus on my relationships			
I am intentional about scheduling time when in the office and use the time to build/strengthen relationships			