**SMARTtools for Leaders™**

**Relationships**

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| 1. ***Let’s all circle the number that describes our relationships.***
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| **1** | “This place is like *Lord of the Flies*—total uncoordinated chaos. We have no hope of achieving good results.”  |
| **2** | “Fire drills are the norm.” or “We are reactive and not proactive--we don’t review our performance or solve problems together.” or “Problems fester.” or “We are uncoordinated.” |
| **3** | “The left hand does not know what the right hand is doing.” or “This place is highly political.” or “We waste so much time and energy.” |
| **4** | “There is little coordination here.” or “There is little accountability.” or “We don’t measure our goals vs. actual results.” or “Senior leadership says one thing but does another.” |
| **5** | “Some key relationships are not working well.” or “People avoid confrontation.” or “We are often out of sync and it impacts our results.” or “Nobody challenges us.” |
| **6** | “We meet but our meetings are not always a good use of time.” or “We suffer from having silos that don’t talk to each other.” or “Not everybody is committed.” |
| **7** | “Our relationships are pretty good.” or “We meet and review performance regularly.” or “We are mostly coordinated.” |
| **8** | “The relationships here are good and functional, but they could be improved.” or “This is mostly a meritocracy.” |
| **9** | “Nearly every relationship is working very well.” or “We have a cadence of communication to make sure we are hitting our goals.” or “We solve problems efficiently and effectively.” or “We are universally committed to our mission.” |
| **10** | “The relationships here work like clockwork—internally, and with our external customers and partners.” or “Senior leadership walks the talk.” or “A real meritocracy.” or “The right people are talking at the right time.” or “Our meetings are highly productive and are not a waste of time.” or “We are achieving our goals because our people are incredibly committed.” or “We are a well-oiled machine.” |

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| 1. ***Let’s discuss our ratings.***
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Looks like our average rating on “R” is a 6. You all think our meetings are not always a good use of time. And we have some pockets of the organization that should be talking, which don’t talk to each other. And you have some concerns about the commitment level of some of the middle managers.

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| 1. ***Let’s discuss ways to improve our relationships. Are the right people communicating at the right times? How to improve our “R” score within this team, and with the key people inside and outside of our organization, to achieve results?***
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In the web of relationships we just drew on the white board, it seems that the biggest area for improvement is the relationship between Sales Implementation and Customer Support. Those two groups never talk, yet the success of Customer Support in keeping a client’s software running well is mostly determined by how well that client was onboarded by the Sales Implementation team. So those two groups should be having a joint meeting twice a month, let’s say. OK? To talk about customer implementations, and to have a better and faster hand-off to Customer Support.

And it sounds like a bunch of the sales execs are complaining that some of the new people in Finance are being bossy vs. treating them like the gods they are used to being treated as. Now, I’m not sure who’s right or who’s wrong in that tug-o-war. So let’s have a session for 60 minutes this month with Sales and Finance together, to go over our new invoicing and billing practices, and get everybody on board.

Finally, Frances, I think you heard some direct feedback here. People see you sitting in these meetings with your arms crossed, not saying much. Would you please participate a little more? We think you have a great handle on our business, and we want to hear from you more. OK?

If we do these three things, I bet we can get our “R” score up from 6 to an 8 in the next couple months. We’ll do this exercise again in January, so here’s to dialing up our score a few notches between now and then.