

How To Create Relationships And Make the Ask

How To Identify The Right People
Know What To Say and How To Say It
How To Maintain A Relationship
How To *Effectively* Make The Ask

Arthritis Foundation 2006 Staff Conference

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How To Identify The “Right” People

- **DON'T**
- **Put Quantity Over Quality – Build Volume Indiscriminately**
 - Quality Is All About **YOU**
 - You're No Good At Assessing Quality
 - People Don't Like It And *They Know It When You Do It!*
- **The Only Effective Criteria For “Right” Is “MORE”**
- **The Basics of Relationships (And You KNOW This!)**
 - Relationships Are Built On _____
 - _____ Is Built Through _____
 - _____ Creates Value Based Upon:
 - _____
 - _____

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How To Create Relationships

- **Smile**
- **Raise Your Eyebrows**
- **Shake Hands**
- **“... I’m _____. How Are You Today?”**
- **Ask About Them**
 - “How’s It Going Today?” vs. “Are You Having a Good Day?”
- **Talk About Them**
 - “I Appreciate What You’re Doing” vs. “Thank You.”
- **Compliment Them**
 - “You Did That Well”

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How To Maintain Relationships

- **Communicate Frequently... About Stuff They Care About**
- **Just Stay In Touch!**
 - Use Some System To Capture Contact Data
 - **Contact Information**, Family, Kids, School, Work, Pets, Survivorship, Hobbies, Movies, Books, Church, Birthdays, Background, TV, Other Charities, Cars, Vacations
 - Use Some System To Remind You To **Stay In Touch**
 - About **Once a Quarter**
 - Monthly For Key Donors/Volunteers
- **Get To Know Them And the Stuff They Care About**
 - Learn How To Converse, Converse, Converse
 - Pay Attention To Them, Them, Them
 - GIVE, GIVE, GIVE

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H O R S T M A N & C O M P A N Y
It's All About People

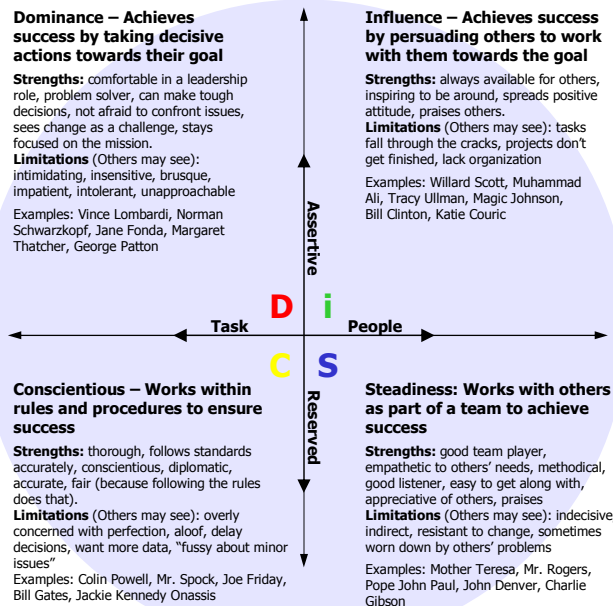
How To Pay Attention To Other People

- How Fast Do They Talk?
- How Loud Do They Talk?
- How Much Do They Gesture?
- How Much Eye Contact Do They Make?
- How Much Emotion Do Their Facial Expressions Show?
- How Fast Do They Walk?
- How Expressive is The Way They Dress?
- Do They Talk About People Or Things?
- How Neat Are They?

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How To Pay Attention To Other People



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H O R S T M A N & C O M P A N Y
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How To Pay Attention To Other People

High D's - Dominance			
Well Known High D's			
Vince Lombardi, Margaret Thatcher, George Patton, Norman Schwartzkopf			
How You Can Spot Them:		What They Want From Others:	
How They Talk:	What They Do:	High D's like others to be direct, straightforward, and open to their need for results	
• Ask What Questions • Tells vs. Asks • Talks More Than Listens • Go Right to The Issue • May Be Pushy, Rude • Fast Speech • Authoritative Tone of Voice • Use Acronyms • Open w/ Opinions	• Task Focus, Results • Impatient • Direct, Forceful • Willing to Get in Trouble • Time Conscious • Good Eye Contact • History of Achievement • Can Rely on Gut Feelings • Maverick	You Should Try To:	Be Ready For:
		• Speak briefly – to the point • Respect their need for power • Be clear about rules • Let them take the lead • Show your competence • Stick to the topic • Show independence	• Blunt/demanding • Lack of empathy • Lack of sensitivity • Little social interaction
How To Work With Your High D's			
You Can Help Them Learn:		They May Want From You/ Your Organization:	
• Identifying with others • Empathy for others • More logic, less gut • Listening skills • To "soften" body language	• Pacing themselves • Relaxing • To be approachable • Complimenting others • To ask more questions	• Power and authority • A promotion • Prestige • Big challenges • Authority to change things	• Results • To know the bottom line • Freedom from details • Direct answers • Flexibility

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How To Pay Attention To Other People

High I's - Influence			
Well Known High I's			
Willard Scott, Muhammed Ali, Bill Clinton, Katie Couric, Magic Johnson			
How You Can Spot Them:		What They Want From Others:	
How They Talk:	What They Do:	High I's like others to be friendly, emotionally honest, and recognize the I's contributions	
• Ask who questions • Tell vs. ask • Make small talk • Go off on tangents • Use stories or anecdotes • Faster speech • Express their feelings • Share personal emotions • Exaggerate	• Animated • Lots of facial expression • Spontaneous • Laugh out loud • Stylish dress • Shorter attention span • Warm • May approach you	You Should Try To:	Be Ready For:
		• Approach informally • Be relaxed and sociable • Let 'em tell you how they feel • Keep the conversation light • Provide written details • Give public recognition • Use humor	• Attempts to persuade/influence • Need for the spotlight • Over-estimates • Over-selling ideas • Vulnerable to feeling
How To Work With Your High I's			
You Can Help Them Learn:		They May Want From You/ Your Organization:	
• More control of time • Objectivity • Emphasis on results • Emotional control	• Organization • Sense of urgency • Analysis of data • Value of procedures	• Popularity • Visible rewards • Public recognition • People to talk to	• Casual warm relationships • Freedom from details • Approval, friendliness • Identification w/ others

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How To Pay Attention To Other People

High S's – Steadiness			
Other Well Known High S's:			
Mother Teresa, Mr. Rogers, Pope John Paul, John Denver, Charlie Gibson			
How You Can Spot Them:		What They Want From Others:	
How They Talk:	What They Do:	High S's like others to be relaxed, agreeable, and cooperative, and to show appreciation	
• Make small talk • Ask how questions • Ask vs. Tell • Listen more than talk • Slow, steady delivery • Reserved w/ opinions • Lower volume • Warmth in voice • Use first names	• Photos of relationships out • Consult others • Friendly functional work • Casual relaxed walk • Patient, tolerant • Service oriented • Embarrassed by • Subdued clothing	You Should Try To:	Be Ready For:
		• Be logical and systematic • Provide a secure space • Tell them about change • Use sincere appreciation • Show how they're important • Let them go slow w/ change	• Friendly with others • Resistance to change • Difficulty prioritizing • Difficulty w/ deadlines
How To Work With Your High S's			
You Can Help Them Learn:		They May Want From You/ Your Organization:	
• Openness to change • Self-affirmation • How to make their accomplishments known	• Short cut methods • Effective presentation • Believing their successes are worthwhile	• Status quo • Private appreciation • Happy, calm • Standard procedures	• Security • Time to adjust to • Listening • Sincerity

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It's All About People

How To Pay Attention To Other People

High C's – Conscientious			
Other High C's:			
Mr. Spock, Joe Friday, Joyce Brothers, Meryl Streep, Dustin Hoffman			
How You Can Spot Them:		What They Want From Others:	
How They Talk:	What They Do:	High C's like others to minimize socializing, and give details; they value accuracy and attention to detail	
• Ask Why questions • Ask vs. tell • Listen more than talk • Not a lot of reaction • Slower speech • Lower volume • Prefer to talk vs. writing • Get to point but like to talk • Precise, detailed speech	• Focus on task and process • Orderly • Meticulous • Precise, accurate • "Sterile" work area • Time conscious • Hard to read • Diplomatic • Want to be right	You Should Try To:	Be Ready For:
		• Give clear expectations • Show dependability • Show loyalty • Be tactful and reserved • Honor precedents • Be precise and focused • Value high standards	• Discomfort w/ ambiguity • Resist vague information • Desire to double check • Little need for others
How To Work With Your High C's			
You Can Help Them Learn:		They May Want From You/ Your Organization:	
• Tolerance of conflict • To ask for support • Group participation skills	• Acceptance of others' ideas • Tolerance of ambiguity • Acceptance of their limits	• Clear expectations • Limited exposure • Business-like environment • References & verification	• No sudden changes • Personal autonomy • Chance to show expertise • Attention to their goals

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How To Pay Attention To Other People

- **High D E-Mail:**

- No Scroll Bars!
- No Names!
- 2 Paragraphs, 2-3 Sentences per Paragraph!
- Tell Me What You Want NOW NOW NOW!
- I Delete Your Jokes Without Reading Them.
- I Do Care About You, But ...
- I Am Incapable of Even Noticing All Your Attachments

- **High I E-Mail**

- Start With My Name! (Nickname if We're "Buds", K?) ☺
- Ask Me How I Am! ☺
- Tell Me How You Are! ☺
- Long is Cool, Jokes Are GREAT, Include Me, Include Me! ☺
- Work is Great Too – Whatever – But It Better Come First! ☺
- I'll Do It, Sure! But Would You Please Follow Up? ☺

How To Pay Attention To Other People

- **High S E-Mail:**

- Would You Please Start With My Name? Thank You! ☺
- I Do Hope You'll Tell Me You're Doing Well
- It Means A Lot to Me When You Ask After Me and My Family
- Tell Me The Whole Story If You Can – I Appreciate It
- I Work Harder When You Show You Care About Me ☺
- Reading Those Attachments Takes A Lot of Time... But I Understand
- Don't You Love Those Warm Fuzzy Stories? I Knew You Did! ☺

- **High C E-Mail**

- Names Are A Waste of Time and Screen Energy
- Longer Is Better – Please Give Me The **Entire** History
- I Love Attachments Find Attachments Very Effective
- I Want You to Have Complete Knowledge
- I Will Take Longer To Respond, But I Will Have The Answer By Then

How To Effectively Make An Ask

- Assume Nothing
- Know Their Story
- Where They Feel Best
- Flatter Them
- Get Down On One Knee
- Look Them Dead In The Eye
- “ ___, Would You Please...?”
- WAIT!
- Write A Thank You Note

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Some Resources

- **Manager Tools**
 - <http://www.manager-tools.com>
 - Podcasts: Handshakes, Networks, Managing
 - Discussion Forums
- **Books**
 - People Smarts
 - The Platinum Rule
 - How To Win Friends
 - Influence
 - Love is The Killer App
 - Never Eat Alone

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