

99.99% of breakdowns with other people are predictable and preventable.

You are 100% accountable for your career and business relationships.

Information is power. Power is control.

Who are your most important customers?

Customers Defined: People you need to get your job done. People who need you to get their jobs done.

Pick five – internal or external – people or departments to focus on.

These are relationships you want to nurture.

1. _____
2. _____
3. _____
4. _____
5. _____



Reality Check

Write the Name of a Client	Career Deal Breaker?	Pet Peeves at Work?	Work They Enjoy Doing?	Work They Don't Enjoy Doing?
You				
A Client				
A Client				

Creating Powerful Working Relationships

Ask for Candor: “I want a good relationship with you. If we work together long enough, I’m sure I’ll do things that frustrate you. If I do anything that violates your expectations, I really want you to tell me. I promise that no matter what you say, I will say thank you.”

Don’t Guess: “I’d like to know about your working style preferences, so I work with you how you like to work. Can I ask you a few questions?”

Working Style Preference Candor Questions:

- How do you prefer to communicate? Office phone, cell, email, or text.
- Are you a detail or big picture person?
- How much information do you want to receive from me, in what format and with how much detail?
- How do you prefer to be interrupted?



Manager Candor Questions:

- What are three things that will keep you with this organization?
- What’s one thing that would make you leave?
- What should I start, stop, & continue doing?



Download Candor Questions here: www.candidculture.com/AICPA

Notes:

The Feedback Formula

1. Introduce the conversation
2. Express empathy
3. Describe the behavior – **“I’ve noticed”**
4. State the impact of the behavior
5. Ask the other person for his/her perception of the situation – Both people talk.
6. Make a suggestion or request – **If s/he knew another way to do it, s/he would do it that way.**
7. Build an agreement on next steps (if any)
8. Say “Thank You”



Notes:

All human beings get defensive when they get feedback.

The way to get more feedback is to ask for it and promise you’ll say “thank you.”

Manage yourself! The less defensive you are, the more information you will get.

Influencing: Give feedback by asking questions. Say less. Ask More.

The Speaker:



Shari Harley runs Candid Culture, a Denver-based training and consulting firm bringing candor back to the workplace, making it easier to tell the truth at work. Before launching her business Shari led leadership development training for OppenheimerFunds, conducted customer service training for American Century Investments, and facilitated training for Dale Carnegie Training.

Shari is the author of the book *How to Say Anything to Anyone*. She has a master’s degree in Communication and taught leadership development at the University of Denver. Her clients include the AICPA, the Society of CPA’s, Anton Collins Mitchell, a BDO Seidman Alliance firm, Blue Cross Blue Shield, DirecTV, IBM, Noodles & Company, the University of Colorado, the City of Denver, and many others. She has spoken in India, Dubai, Australia, Singapore, Malaysia and Thailand. Shari’s almost alarmingly engaging style makes it impossible to nod off in her programs. Participants will be laughing while they’re learning, and will walk away with tools and techniques to transform any relationship.

Watch videos and learn more about our training programs at www.candidculture.com.

Join Shari on Twitter and LinkedIn: Shari Harley. Facebook: Candid Culture.