

A 1-day leadership seminar by
Corporate Mastery
A Division of Integral Mastery Center

THE LEADERSHIP RELATIONSHIP

Building High-Impact Relationships

THE THESIS OF THE SEMINAR

The ability to build strong relationships is the universal pathway to great leadership. Relationship is the source of influence, which is the key mechanism for bringing out the best in people, as individuals and as teams. The ability to build relationships is learnable and directly applicable to the art of influencing people. This seminar offers you a model that incorporates the core wisdom behind the research, theory, and practice of relationship building. The RISC Model gets its name from the Four Great Dimensions of a Relationship: Rapport, Initiative, Structure, & Commitment.

The RISC Model of Relationship Building

- **R**apport
- **I**nitiative
- **S**tructure
- **C**ommitment

What You Will Learn in this Seminar

The Leadership Relationship Seminar focuses on *how to build high-impact relationships*. Since relationship is the primary vehicle of influence, it follows that the science and art of building strong relationships is central to leadership development. We have identified the **4 Great Dimensions** of the effective leadership relationship. You will learn to apply each of these and will practice the techniques for mastering these dimensions. The following questions will orient you to the ideas and skills you will learn and practice.

RAPPORT: Do we have the trust that comes from mutual understanding & caring?

- What is the nature of rapport and how do you establish it?
- How do you know when you have great rapport or when it's weakening?
- What do you do when you notice initial breakdowns in rapport?
- Do you know how to begin building rapport in the first 10 seconds of contact?
- What are some of the best verbal and nonverbal ways to build trust?
- What does rapport look like at each awareness level: emotional, rational, integral?
- How do I teach the development of integral or 3rd level rapport?

INITIATIVE: Are we each carrying our own responsibilities?

- Who's sweating more, the supervisor or the jobholder?
- How do I know if I'm overfunctioning and sweating more than the jobholder?
- How do I know if I'm underfunctioning and not sweating my responsibilities?
- What do I do when associates are not driving hard enough to achieve outcomes that rest squarely on their shoulders?
- Do you have techniques for encouraging initiative with minimum management?
- How does initiative work at each awareness level: emotional, rational, integral?
- How do I teach the development of integral or 3rd level initiative?

STRUCTURE: Are the patterns of our interaction bent toward success or failure?

- How often should I meet with my direct reports and with the whole team?
- What exactly are the interaction patterns that are wired for success?
- Are you saying that if I pay wise attention to the structure, then rapport, initiative, and commitment will strengthen and consequently promote productivity?
- What are the patterns in a dysfunctional structure and how can I avoid them?
- What are the patterns in a functional structure and how can I promote them?
- Are there really different structures at each level of awareness?
- How do I teach the development of integral or 3rd level structure?

COMMITMENT: Are you in or out? If you're in, how strongly committed are you?

- How does commitment create the relationship itself? Can you make this explicit?
- Can you have mixed feelings about a job and still be in it? How does that work?
- How do you lead associates who are ambivalent about their positions?
- What are the main techniques for strengthening commitment?
- How do I teach the development of integral or 3rd level commitment?

What You Will Get from the Seminar

- **The Leadership Relationship Manual will be yours to take home and study. It contains all of the ideas covered in the seminar and a step-by-step guide for putting these concepts into practice.**
- **The ability to assess the state of a relationship and its areas of strength and vulnerability in order to identify ways to promote change in those areas.**
- **The skill to establish rapid rapport between you and anyone you wish to influence. RAPPOR ensures there is a shared vision built on mutual trust and understanding—qualities that are necessary for effective leadership.**
- **The capacity to assist your team members to take the INITIATIVE for fulfilling their job responsibilities in a self-directed manner.**
- **Concepts and skills for developing the kind of relationship STRUCTURE that is wired for success.**
- **The key relationship skills to strengthen your team members' COMMITMENT to the job and to the organization. Without commitment, there is no influence.**
- **The ability to align your relationships with the organizational purpose.**

If you are able to do these things, you will naturally promote productivity and loyalty.

Some of the companies that have worked with Corporate Mastery

American Century

Ernst & Young

Baccarat

Aquila

Nueterra Healthcare

Child Health Corporation of America

Abbott Labs, Philippines

Executive Benefits of Kansas City

The Leavenworth School District

The Pembroke-Hill School

FedEx

Cap Gemini/Ernst & Young

Creative Consumer Concepts (C3)

Americo Insurance

CB Richard Ellis

Neighborhood Reinvestment Corporation

Mead Johnson, Philippines

The Love Box

The Hartford Bank of Prairie Village

Wrenn Insurance Company

Core Premises of The Leadership Relationship Seminar

THE ESSENCE AND THE PURPOSE OF LEADERSHIP

Effective leadership requires *INFLUENCE*. To have influence, we need to have a strong *RELATIONSHIP*. Therefore, the *essence* of leadership is the art of influencing people. The *purpose* of leadership is to bring out the best in people as individuals and as teams. Bringing out the best in people is the beginning, middle, and end goal of great leadership. **The core purpose of leadership can only be achieved through strong relationships.**

FROM CONTROL TO INFLUENCE—THE LEADER’S VIEW

Great leaders realize they are not the *source of power*. They know they merely trigger the talent their associates bring to the company. *The leader’s primary task is to create the relationship conditions most suited for bringing out the best in people.* The control metaphor implies that power comes from the leader, like an external force that “makes people” do things outside their nature. People eventually resist efforts to control them. We do impact people, and sometimes we do so in quite intense ways. But people act according to their nature, not according to our interventions. There is only influence, and it happens in a relationship. Leadership models unclear on this point are built on sand.

RELATIONSHIPS TAKE PLACE AT 3 LEVELS

There are three major levels of individual development: (1) Emotional, (2) Rational, and (3) Integral. Developmental theorists have observed that relationships also occur at these three levels. Relationships operate differently at each level—the differences have great consequences for leadership effectiveness. The core premise we offer is that leadership effectiveness cannot be sustained at the first two levels, not even at the rational level. Only at the Integral or 3rd level of relationship development can leadership be effective. The RISC Model has been designed to guide us in building 3rd level relationships.

THE 4 GREAT DIMENSIONS OF A RELATIONSHIP

After 30 years of observation, research, and practice, we believe we have identified the major *relationship impact factors*. In whatever relationship we find ourselves, four great dimensions are in play. If even one dimension is not well formed, the relationship impact will significantly diminish, and leadership effectiveness will decrease. The 4 factors are:

- **RAPPORT**: the bond of trust that comes from mutual understanding and caring.
- **INITIATIVE**: the responsibility for the getting the job done. Who is carrying more of the load? Who is sweating more, the supervisor or the jobholder?
- **STRUCTURE**: the interaction patterns in the leadership relationship that impact productivity and synergy. Creating the right structure is the primary initiative of the leader. The model teaches you to build the relationship patterns of success.
- **COMMITMENT**: defines the *nature* and *membership* of the relationship. It asks the question: What is the nature of the relationship? It then poses two critical questions: Are you in or out? If you’re in, how strongly committed are you?

Learn from the Wisdom of our Staff

Ramon G. Corrales, Ph.D. has been an organizational consultant, author, executive and high-performance coach, and seminar leader in organizational teambuilding and personal development for over 25 years. He developed *The Corporate Mastery Approach[™]*, an integral framework for organizational and leadership development. He received his doctoral degree from the University of Minnesota in Sociology, along with a clinical specialization in Family dynamics. He is a Certified Kolbe Consultant[™] and a trained practitioner in Neuro-Linguistic Programming (NLP) for both business and personal applications. Ramon's books include *THE CONGRUENT LEADER: An Integral Model for the Evolution of Effective Leadership* and *THE LEADERSHIP RELATIONSHIP: The RISC Model of Relationship Building*. He is the founder and CEO of Integral Mastery Center, a management development firm that assists leadership teams in generating the highest return on effort in quality and in productivity.

Charles D. Rhodes, Psy.D. is an experienced organizational consultant and an executive coach with a great deal of expertise in individual and group development. He is also a family educational expert who brings his ideas of self and relational transformation into the workplace. Dr. Rhodes has specialized in the meaning and purpose dimensions of work and leadership. He and Dr. Corrales have been pioneers in building *The Corporate Mastery Approach*, an integral model that addresses the individual, cultural, and structural components of leadership. The book, *THE CONGRUENT LEADER* is a product of their synergistic collaboration, capturing their unique point of view.

Travis Tasset, M.A. is an organizational and human development professional with a Masters degree in Organizational Development and Management with a concentration in Integral Studies from the Fielding Graduate University. He has the distinction of being the first graduate from this program, which was designed under the guidance of Ken Wilber. His undergraduate degree was in Communication Studies with an emphasis in business from the University of Kansas. Travis is a Certified Kolbe Consultant. He is one of IMC's experienced coaches and trainers.

Email or call us to inquire about this seminar:

ONLINE: www.integralmasterycenter.com

PHONE: 913-387-0930

FAX: 913/647-4368