



RAINMAKER




#SALESSOLVEEVERYTHING

Be More Human:
Seven principles of
relationship management



Russell Wardrop

CEO of KWC Global



HOW TO BUILD BETTER PROFESSIONAL AND PERSONAL RELATIONSHIPS FOR GREATER BUY-IN, INFLUENCE AND CONNECTION.

The relationships you build directly influence the impact and connection you have with colleagues, stakeholders, clients and contacts.

“Dancing on the kitchen tiles, it’s all about you.”

McFly

Seven principles of relationship management:

How to build better professional and personal relationships

for greater buy-in, influence and connection.

YOU KNOW GOOD RELATIONSHIPS ARE WORTH A FORTUNE - FINANCIALLY AND EMOTIONALLY. YOU ALSO KNOW THE MORE MEMORABLE AND IMPACTFUL YOU ARE, THE MORE GRAVITAS AND AUTHORITY YOU’LL DEVELOP.

We’re all judged on how we behave towards others - and the way people perceive our behaviour is their reality. Understanding this allows us to look at our behaviour objectively so we can see where we need to make changes – not only to improve ourselves but also our relationships with others.

It all starts here, and it all starts with you.

The Seven Principles of Relationship Management will transform the way you network and build relationships.

THEY ARE:

- 1. The Confidence Formula**
- 2. Guard Your Reputation: Integrity and Credibility**
- 3. Be Appropriately Memorable**
- 4. Be a Chameleon**
- 5. Mastering Modern Manners**
- 6. Be Optimistic and Accentuate the Positive**
- 7. Follow-Up: Keeping That Promise**

01

THE CONFIDENCE FORMULA

- Confidence ensues from working hard on the right skills.
- Good things happen at the edge of your comfort zone.
- Find a mentor who will give you honest feedback.

Self-confidence is the foundation of any successful relationship.

Far from being “something you’re born with,” it’s a hard-won trait over time, involving identifying and developing relevant skills and behaviours, and receiving feedback on how well you use them.

THAT'S THE CONFIDENCE FORMULA.



“Once we believe in ourselves, we can risk curiosity, wonder, spontaneous delight, or any experience that reveals the human spirit.”

E.E. Cummings



Holding up a mirror is an often uncomfortable, but ultimately rewarding, experience. It’s all too easy to give a disproportionate amount of airtime to those annoying voices in our head that amplify the comments of others – be they positive or negative.

This is not new.

When King Louis XIV of France woke in the morning, his entire court would be assembled around his bed. Whomever he first looked upon as he rubbed the sleep from his eyes immediately rose in stature.

For those privileged courtiers, it was important to be seen, but not to be so ostentatious as to inspire jealousy or rage. Sometimes, it was actually preferable to be almost invisible.

The key to walking this line safely was to cultivate an acute awareness of their own abilities, attributes, and environment.

While many things have changed since then, this fundamental truth has not: Any journey of self-improvement must start with self-evaluation. We need to acknowledge and appreciate our own strengths and weaknesses – and understand when to show or conceal them.

When we combine this with the discipline needed to enhance our skill levels, self-confidence and self-regard can only improve.



“You wouldn’t worry so much about what others think of you if you realised how seldom they do.”

Eleanor Roosevelt



TAKE A LISTEN TO THE TEDX TALK I GAVE
ON THIS TO THE UNIVERSITY OF GLASGOW.

02

GUARD YOUR REPUTATION: INTEGRITY AND CREDIBILITY

- Focus on something you can become an expert in
- Write about it
- Speak about it

REPUTATION

Today's increasingly online world means people often know who we are before we meet "in the wild" – if, in fact, we ever do.

This can be both a blessing and a curse. Either way, our reputation is often all that represents us, forming the very cornerstone of our influence.

In the 3rd century AD, Chinese statesman Zhuge Laing was caught off-guard in a city being approached by a huge army. He ordered the few soldiers he had to leave, then threw open the city gates and sat on a parapet, playing his lute.

The advancing army, despite knowing the city was now unguarded, turned and fled. Why? Laing's reputation as an outstanding warrior and master tactician was legendary. The opposing general assumed he was being led into a trap and withdrew.

Today, you'll likely not be called upon to play a musical instrument in the face of an impending military attack. But the fact remains: a powerful reputation creates an aura of respect and means the heavy lifting has been done before you ever step into a Zoom Room.

So, find your specialism, then write or speak about it. Or, do both.

Above all, cherish your integrity and guard your reputation closely.

CREDIBILITY

“The more passionately in alignment you are with what you sell, the more credible you are to your prospects.”

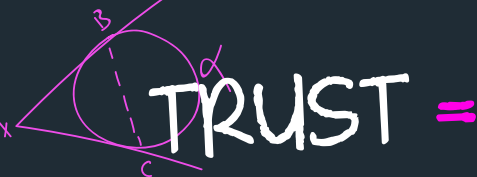
Stacey Hall

Credibility is the composite of our trustworthiness and expertise. It's also context-dependent - you can be an expert in some things and a novice in others.

The important thing is knowing how to build credibility - and understanding how easily it can be destroyed.

THE MAISTER TRUST EQUATION

This can be a useful tool when deciding how you are perceived by others:


$$\text{TRUST} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self Interest}}$$

Credibility: Decide what you want to be an expert in, be dogged, and develop a reputation for being the go-to person in that area.

Reliability: Paulo Coelho famously Tweeted, “Get up, dress up, and show up.” So, arrive a little early, stay a little late, and do a bit more than required. (Some would call this good old-fashioned business hygiene).

Intimacy: Get to know your colleagues and clients over time, understand what makes them tick, and practise appropriate personal disclosure.

Self-Interest: This motivates us all to some degree, but try to leave it in the background, especially if you're usually the first one to grab the karaoke mike. Equally important, though, is remembering that if you never hog the stage, no one will ever know how well you can actually sing. So, aim for a balance between standing in the spotlight and hiding behind the yucca plant.

TAKE A READ OF [MICHAEL FLEMING'S TERRIFIC BLOG ON THE TRUSTED ADVISOR.](#)

03

BE APPROPRIATELY MEMORABLE

- First impressions always matter
- You are either visible or invisible
- Practise appropriate personal disclosure

“It doesn’t matter whether I’m the best actor. I’m the best-positioned actor. People know me, and they want me around. I make life interesting for the people around me. It’s fun for me and it’s fun for them. I’m not always a nice guy, but I’m never the same guy twice.”

Marlon Brando

BE NOTICED

In your business networks, you’re either visible or invisible. So, take a few risks, be creative, and display your personality - but do so looking like a well-scrubbed newsreader and not someone from FBI’s Most Wanted.

Think about the people you met most recently in the Zoom Room – would they remember who you were the next morning?

Here are a few ways to stand out – for the right reasons:

- Dress for success.
- Speak the right body language.
- Make small talk that’s not that small.
- Showcase a skill not necessarily related to the work you do.
- Boss your screen set up – make sure your microphone and camera are working perfectly, and your background says something about your character.

CREATE AN UNFORGETTABLE FIRST IMPRESSION

It's not everyone's favourite fact, but that doesn't make it any less true: we form most of our opinions about people we meet for the first time within minutes – sometimes, within seconds.

What's scarier is that much of someone's initial impression is formed before you've even opened your mouth. (60% to 80% of the impact you make is non-verbal - facial expressions, eye contact, comportment, appearance, and dress. And, if meeting someone face to face, your handshake).

The good news is, all the above factors are within your control. So, make good choices.

Meeting people on screen is here to stay, so here's my advice:

Dressing appropriately cannot make you taller, more beautiful, or change the fundamentals of who you are.

It can, however, make you look taller, feel more attractive, boost your self-confidence, and help you make the right first impression on those you meet. It is simply naïve to think otherwise. If in doubt, be a bit smarter than you originally planned.

SHOWCASE YOUR SKILLS, BUT DON'T SHOW OFF

Becoming known as an expert in a field relevant to your line of work is a simple but effective way to stand out.

Achieving this, however, takes dedication and hard work. You need to be prepared to court attention, put yourself forward to speak at seminars, and write articles for trade magazines.

But here's the flip side: ostentatious displays, boasting, and being too self-absorbed are instant turn-offs.

So, while ensuring you and your achievements are noticed, aim to give others more credit than you give yourself - especially if you're networking as part of a team.

READ [THIS TWO-MINUTE BLOG ON WHAT TO DO NOW](#) NETWORKING IS BACK... BECAUSE IT IS...

04

BE A CHAMELEON

“There was once a chameleon whose owner, to keep it warm, put it on a gaudy Scottish plaid. The chameleon died of fatigue.”

Jean Cocteau

- **Speak to others the way they want to be spoken to**
- **If you're a talker, listen more; if you're a listener, talk more**
- **Bring your best self to work, not your whole self**

Although a chameleon can subtly change its appearance according to its background, it never stops being a chameleon.

In the same way, adapting our behaviour to the situation we're in and the people we're with doesn't make us any less us.

I would never counsel compromising your integrity or personal values, but there's definitely a case for building some wiggle room into the advice, “Always be yourself.”

It's all about behaving appropriately for the situation and matching your behaviour to social norms.

Naturally, there are some core behaviours you'll always want to exhibit, such as being a good listener, for example, but others, such as the nature of your conversation, can be modified as needed.

Think Zoom meeting vs formal business dinner vs a command performance at Strict Aunty Mavis' house vs watching the rugby at home with friends. You are still you in all those situations, but you're putting different sides of you forward every time.

So, don't be tempted to "bring your whole self to work" and behave in the same way with everyone you meet. You may be doing so with the best intentions, but the risk of causing offence somewhere along the line is high.

Remember: Don't speak to others the way YOU want to be spoken to, but rather the way THEY want to be spoken to.

And don't listen to people who tell you you're "fine as you are," because they don't actually have your best interests at heart. Instead, they want you to stick to your knitting and stay in your lane – neither of which sounds like fun to me.

**WANT TO KNOW HOW TO FLEX YOUR STYLE?
3 MINUTES ON [THIS BLOG](#) WILL GIVE YOU A FEW TIPS.**

05

MASTERING MODERN MANNERS

- Think of ten ill-mannered behaviours others exhibit
- Note how many you can be guilty of
- Reflect if there are some you are overly sensitive to

“Do the best you can until you know better.
Then when you know better, do better.”

Maya Angelou

Manners change over time and many people worry that courtesy is becoming a thing of the past.

Has service in shops become surly? Have youngsters lost respect for their elders?

The undeniable truth is that regardless of whether or not the answer to those questions is “Yes,” good manners remain a good thing, reflecting respect for ourselves and others. The simple act of saying Please and Thank You can be all that’s needed to make you feel good and someone else feel appreciated.

Common courtesies are now not so common. As Lynne Truss says in her international bestseller, *Talk to the Hand*, we live in “an age of lazy moral relativism combined with aggressive social insolence” where common courtesies are “practically extinct.”

I would add that increasingly, we also live in a world of performative faux empathy, cruelty and fragility.

While we might still be creating the rules in our virtual world, here are some old-fashioned key aspects worth noting:

Politeness - Being rude, impatient, or offhand is unnecessary and unproductive. Politeness is a currency that doesn't cost a penny but has great value.

Giving and receiving compliments - Compliments show our interest in others and are also a way to win friends, form allegiances, and gain affection and influence. However, sincerity is essential - bogus compliments offend and are easy to detect. When giving, be original, specific, and personal. When receiving, accept gracefully and with humility – a simple “thank you” is usually enough.

Asking for favours – Ever seen this sign in a shop: “Please do not ask for credit as a refusal often offends?” It works in life too. So be careful of being thoughtless when asking a favour of others. Rather, ask for something that can easily be given – and given with pleasure.

The ideal favour flatters the giver, the inappropriate favour offends by:

1. Making the person you asked feel you've only made their acquaintance to request a favour.
2. Making them feel embarrassed because they have to refuse.
3. Making them feel obliged to grant your request even though it could be awkward for them to do so.

Being critical – no one likes criticism, no matter what they might say. Even useful, insightful, or helpful criticism can still sting. Consider your choice of words carefully; better still, consider whether the criticism is necessary at all. Wit and humour are important - and are great tools for creating rapport with others – but never make jokes about personal taste or appearance. Be careful whom you criticise – avoid criticising your competitors and superiors wherever possible. Always be as subtle and gentle as you can.

Flattery – An essential tool in our daily lives and known to get some people everywhere. But here’s the golden rule: only use it if it’s genuine and apply it frugally and with subtlety. Don’t be the dog that slobbers all over someone when they enter the room. Instead, be the cat who first surveys the scene before gracefully walking over, rubbing herself against your legs, and retreating. Flattery, like dessert, should be served in small, elegant portions.

DO YOURSELF A FAVOUR - READ HOW TO WIN FRIENDS AND INFLUENCE PEOPLE, STILL ONE OF THE BEST.



06

BE OPTIMISTIC AND ACCENTUATE THE POSITIVE

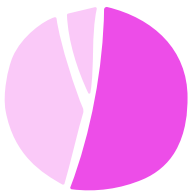
- See good stuff
- Say good stuff
- Start with you

“I try to think about optimism. I try to look at the beautiful things in life”

Dolores O’Riordan.

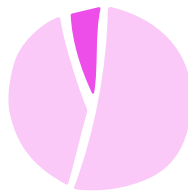
Optimistic outlooks are largely inherited, yet it’s possible to behave like an optimist, even if you’re not.

OPTIMISM...



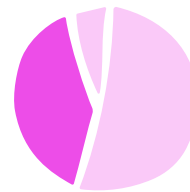
50%

Inherited



10%

Circumstances



40%

Attitude

Kahnmann, Daniel.

Now that’s a bargain... you have 40% control of your optimism.

...UP TO HALF YOUR OPTIMISM/HAPPINESS MAY BE INHERITED BUT, WITH ONLY 10% DOWN TO PERSONAL CIRCUMSTANCES, THAT LEAVES YOU IN CONTROL OF 40%.^{vi}

BUT WHY WOULD YOU BOTHER?

According to Daniel Kahneman, optimists are more cheerful, happier, and more popular. They're resilient and adaptable, less prone to depression, have a better immune system, feel healthier, take better care of themselves and live longer.

A positive, enthusiastic, cheery demeanour is also good for your social and business relationships - no one likes the cynic who never has a good word to say about anyone or anything, including themselves.

Of course, even the most optimistic optimists aren't cheery, happy and smiley all the time, but they generally tend to see the world as an interesting place full of opportunity, instead of a dark place where opportunity has been snatched away.

Self-talk and self-fulfilling prophecies

Of the many phrases our culture has spawned that are designed to cut us down to size, one of the most endearing must be, "Don't get too big for your boots." While it sounds almost cute, it can inspire a habit of concentrating too much on the negative – and that can be a difficult one to get out of.

What we say to ourselves reinforces our self-image and controls how we act and behave. This then generates either positive or negative sentiments from others.

Self-fulfilling prophecies are more commonly known as the "Sure Enough" principle - start thinking it's going to be a lousy day and, sure enough, you'll probably be right.

The pleasure principle

Life is too short to be miserable and negative all the time. Try to be a source of pleasure – it will attract others to you like bees to a honey pot.

The direction your conversations and interactions take is completely within your power to control.

Imagine, for example, starting a conversation about how terrible the weather is. That might lead into how you can never find a parking space close to your office, and the restaurant you went to the other night had cold food and warm wine...

Before long, you'll find yourself complaining about how difficult the business environment is and how tough you're finding it all.

THERE'S A SIMPLE SOLUTION:

Just stop it!

Smile. Be positive. Have something interesting and upbeat to say when you get the chance and, just as importantly, look as if you are interested in, and enthusiastic about, other people, their views and their news.

Think about how you can positively impact others. Can you introduce them to people you know who they'd like to meet, for example? Putting like-minded people in touch with each other not only increases their networks but also enhances your own reputation.

Points to ponder:

- You have around 60,000 to 70,000 thoughts per day – make sure most are working for you, not against you
- View your own achievements in a positive way
- Regularly and sincerely express admiration for the work of others
- Genuinely revel in the abilities and achievements of others
- See the glass half full – Martin Seligman calls this Learned Optimism
- Find innovative ways to help others not directly connected with work

Being positive and optimistic not only makes us feel good, it also enriches our social lives and is a powerful tool for attracting others and getting them on your side.

Likeable people improve our mood – so if you regularly practice optimistic behaviours you will enhance your relationships and increase your business development opportunities.

DO YOURSELF A FAVOUR AND READ VIKTOR FRANKL, MAN'S SEARCH FOR MEANING MY ADVICE? START WITH THE EPILOGUE, TOWARDS A TRAGIC OPTIMISM. ^{vii}

07

FOLLOW UP: KEEPING YOUR PROMISES

- Send the email

- Make the call

- Repeat



“Deliver more
than you promise.”

Patricia Ryan



People like people who bring solutions and deliver what they promised - on time. Be that person – be proactive, be assertive, and get things done.

Here’s a question for you: why spend precious time and energy on business activities if you never follow up or arrange to meet anyone again?

No effort = no benefit. To anyone.

Now here’s the good news:

The virtual world makes arranging face-to-face meetings almost effortless, so what are you waiting for?

Setting the expectation for follow-up

It’s not always easy making that initial follow-up call or sending an email to a new contact. And yet networking, and building professional and business relationships, is actually part of your job. We’re all busy, but we have to make the time.


Because when people say, “I don’t have the time,” what others hear is, “You’re not a priority for me.”

Fear of rejection is another stumbling block. What if your request for a meeting, coffee or lunch is turned down?

MY ADVICE IS SIMPLE:

Set the expectation for your follow-up at the first meeting. It's a lot less scary to call or email when you know the other person has already given you permission – and is expecting you - to do so.

Here's a suggestion that might help:



“It’s been really good talking to you, Andi. I was particularly interested in the challenges you mentioned your organisation is facing concerning [x, y & z]. We do a lot of work with people in similar situations, and I think we could help. I’d like to meet up again to explore your situation further and outline what we can offer in more detail. Could I get 30 minutes of your time over a coffee to do that?”

Then stop, be quiet, observe and listen.


Does the person look away and tell you they’re “kind of busy” for the next decade? Or do they look and sound genuinely happy to agree?

If they seem prepared to meet, here’s a suggestion of how to take things further:

“Great. So, what would be the best way for us to arrange that? Should I give you a call, or drop you an email? Or is there someone I should speak to who arranges your diary?”

Again, be quiet, observe and listen. Find out how they best like to be contacted, then close by confirming what they’ve suggested:

“OK, I’ll give you a call on Monday so we can compare diaries/drop you an email tomorrow with some suggested times and we can get that arranged.”



Job done! The person has agreed to give you 30 minutes, so they’re less likely to make excuses when you get in touch.

All of a sudden, that follow-up seems a lot less daunting.



“Do or do not. There is no try.”
Yoda, Star Wars



ACTUALLY FOLLOWING-UP

Of course, it's vital that if you say you'll do something, you do it.

If possible, over-deliver on your promise. If you said you'd call with some information, you could back that up by also sending them a hard copy brochure or other relevant material.

Here are some other ideas:

- A compliments slip with a useful newspaper article
- An email
- A telephone call
- A gift, where appropriate
- A thank you card or note
- An invitation to an event, or to look around your warehouse/showroom
- Lunch, coffee or a drink (one day)
- Fifteen minutes in the Zoom Room

It is important to adopt the appropriate follow-up for the specific situation. Perhaps coffee and a bun with the CEO of a large multinational you've only just met is not quite right, but requesting a meeting with them - or, more likely, the person in the organisation who deals with your area - might be.

Here's a terrific two-minute tip, full of ideas for following up and keeping in touch. ^{viii}

The chances of you getting it right every time are zero. Everyone calls on a bad day, gets the wrong person, sends the wrong material, or says the wrong thing at some point. So what? No one died.

**TENACITY IS KEY. MAKE THAT CALL
AND LEARN TO LOVE NO.**

AND FINALLY, HERE'S THE TL;DR:

- 01** Reflect on the key EQ competencies essential for building great relationships, and identify which ones are development areas for you personally.
- 02** Understand how to be appropriately memorable and impactful; exhibit gravitas and authority; and really connect with the listener.
- 03** Consider how you'd best like to be perceived by your business and professional contacts and set goals to make that perception a reality.
- 04** Adapt your messages to different business situations and people, while creating rapport and emotionally connecting with the listener.
- 05** Understand the importance of following up to nurture new and existing relationships; and remove some of the key 'blockers' i.e. the key stages that people find it challenging to follow up and get a positive outcome.

YOU MIGHT LIKE TO READ:

THE TRUSTED ADVISOR, BY DAVID H. MAISTER

THE 48 LAWS OF POWER, BY ROBERT GREEN

THE EQ EDGE, BY HOWARD E BOOK AND STEVEN J STEIN



RUSSELL

LET'S TALK

To enquire about booking Russell for your event or to find out more about KWC Global and the services we offer, please get in touch:

Call us on: **0333 577 0040**

Email: **hello@kwcglobal.com**

Visit: **russellwardrop.com**

Write to us at:

Glasgow Office

KWC Global

Suite 2.3, Standard Buildings,

94 Hope Street,

Glasgow,

G2 6PH