

CONFESSION NUMBER EIGHT: *You Can't Demand Respect; Respect is Reciprocal*

Worth Remembering...

“Ordinary people may not understand the meaning of democracy but they have a passionate regard for fair play.”

— Robert Maxwell (1923-1991)

You've got to give it to get it. Gaining respect is a process. You must first build rapport, then develop a relationship — before you get mutual respect. People won't trust anyone they don't respect first. Respect is not something that you demand — it is something that you earn — one person at a time.

Much has been written about the “Secret — The Law of Attraction.” The secret is — there is no secret. You get back what you give out. People are reciprocal by nature. (Life is a Circle — You Get as Good as You Give)

Tough decisions carry risks and inevitably not everyone on your team is going to agree with the decisions you make. Handling uncomfortable situations can be difficult — but if you have developed a relationship and established trust with your people — they will take a leap of faith knowing that you have their best interests in mind.

No one will trust anyone with whom they haven't built a relationship with first. This chapter will teach you how to establish that trust. (Making Connections — Building Relationships to Last)

Life is a Circle — You Get as Good as You Give

“You reap what you sow — the Bible tells you so.”

Worth Remembering...

“You get what you give — but you’ve got to give it before you get it.”

— *Unknown*

A great deal has been written about the laws of attraction, spelled out in Rhonda Byrne’s best selling book, *The Secret*. The secret is ... there is no secret, in spite of what Oprah and her friends tell you. The truth is you get what you give. You get back whatever signal you’re putting out. Life is a circle — it’s the ultimate boomerang.

Now I could be wrong but it just seems to me that if you walk around acting like there’s a big dark cloud hanging over your head all day long, chances are you’re going to get rained on. And chances are you won’t have many friends because they don’t want to get rained on either. Now I could be wrong but it just seems to me that if you yell and scream and push to get your point across — most people are going to yell and scream and push back. It’s the law of attraction. Humans are reciprocal by nature. We feel compelled to return the favour.

Try this little experiment the next time you walk into a building (or your local mall) which have a double set of entrance doors. Hold open the first set of doors for the people who are walking in behind you. I would be willing to bet money that someone from that group will return the favour by holding open the other door for you. People instinctively want to reciprocate.

It still blows me away thinking about how much money retailers spend in marketing and advertising to entice customers to shop their store.

And then totally ignore them when they get there. (And then you wonder why your sales are down. Could it be because your customers have decided to return the favour and ignore you?) I just don't get it. According to 1,281 consumers who participated in a customer service survey sponsored by Eticon Inc. — when asked “*What was the main reason why they didn't frequent a particular store*” they sighted rude telephone behaviour, especially unreturned phone calls. A “don't care attitude” was listed by 55% of the respondents as a good enough reason not to do repeat business. Another 35% cited ignoring them to carry on a private conversation with another employee in person or on the phone. Asked how they would respond to rudeness, 58% said they would take their business elsewhere. Here's the real kicker. In 42% of the replies, respondents said they would go out of their way to do business where they got polite, respectful service.

What is your perception of exceptional customer service? To provide exceptional customer service is not that difficult. All you have to be is be better than your competition. And according to the results of that survey — it's not that tough. It's the “Law of Attraction”. If you ignore me, are rude to me or give me so-so service I am going to go elsewhere. It's just that simple.

Good managers understand that it takes a concerted effort by all stakeholders to accomplish an overall objective or goal. Good managers understand that if their people don't perform to the best of their ability, the team will fail. Good managers understand that they should be enablers not executioners; that treating their employees with respect will reap organizational benefits. Employees who are treated fairly and respectfully will want to reciprocate and treat their customers the same way. (Both internal and external customers.)

Think about ways that you could apply that same theory in your workplace. How well are you treating your employees?

When you are treated fairly and respectfully do you return the favour?

Worth Remembering...

“The essence of high performance work arrangements is reliance on all organizational members for their ideas, intelligence, and commitment to making the organization successful.”

– Jeffery Pfeffer (b. 1946-)

Best-selling author Marcus Buckingham contends, in his book, *The One Thing You Need to Know*, that the number one responsibility of a great manager is not to enforce quality, or to ensure customer service, or to set standards, or to build high performance teams. Each of these is a valuable outcome. But these outcomes are the end result, not the starting point. The starting point is respecting each employee’s talents. (Respecting being the key word.)

I discussed McGregor earlier in this book but I think it’s worth repeating here because it demonstrates the theory of the “Law of Attraction.” It’s X vs. Y Theory played out in real time. Over fifty years ago, Douglas McGregor, one of the forefathers of contemporary management thinking, began investigating the importance of people to business. He talked about two management styles. One style, which he referred to as the *X Theory*, was born in the 40’s and 50’s. X-style managers believed that workers were inherently lazy and didn’t want to work.

X-style managers felt that workers had to be browbeaten or coerced into doing the job. It was the classic “jump and I’ll tell you how high” theory. It was the “do as I say and don’t question authority” theory. Unions got a foothold in a number of organizations during this time because workers felt that they weren’t being respected — they weren’t being appreciated — they weren’t being dealt with fairly.

Workers felt that they needed a third party to give them a voice so they would be heard. (The law of attraction.)

Then along came the 60’s the peace, love, dove and “down with the establishment” era. The “hell no we won’t go” rebellion. This generation

didn't respond well to being told how to think, what to think and when to think. They began to question why things had to be done a certain way. And they demanded that changes be made. They were the *Y Generation* — *The Baby Boomers*. As employees, they wanted to be included in the process. They wanted to have a say in how they were to go about meeting their organization's goals and objectives. They weren't happy being the silent majority.

Bullying and coercing these workers wasn't working so X-style managers needed to find a different way to manage. It was then that management started asking workers for their opinions and began incorporating some of their thoughts and ideas into organizational plans. And when they started to do that they soon discovered that this Y-style of managing got the same (or better) results but with far less frustration and confrontation. Y-style managers discovered that workers actually enjoyed coming to work and were self-motivated to perform well when they were dealt with respectfully. (You get what you give. Treat me with respect — and I will respond in kind.)

"The salvation of mankind lies only in making everything the concern of all" said Russian author and historian Aleksander Solzhenitsyn. People have a primal basic need to feel that they are appreciated, that their efforts count for something. People respond in kind. If you treat them with respect, then they will treat you the same way. Remember you must give it to get it. You can't demand that. It's just not the way things work.

Worth Remembering...

"I want to make people feel intensively alive. I'd rather have them against me than indifferent."

— *Martha Graham (1894-1991)*

Respect: *an attitude of deference, admiration or esteem; regard*. People listen to two radio stations — either on the FM dial — WIIFM (What's in it for me) or on the AM dial — MMFIAM (Make me

feel important and more). Make sure you're tuned into the right station. People will respond in kind.

Remember that there is no secret. Philosophers have been discussing and debating the rules of human relationships for thousands of years and out of all those debates there has evolved one constant refrain. — Only one important precept to remember. This concept is not new — it is as old as history itself. Zoroaster taught it to his fire-worshippers in Persia three thousands years ago. Confucius preached it in China. Buddha, Jesus and the sacred books of Hinduism all teach the same thing — The Golden Rule: Do unto others as you would have them do unto you.

In the next section we'll discuss the 3 steps to building relationships to last. It is a process that everyone has to go through when they meet someone for the very first time. It's a journey that all managers need to go on if they want to build relationships, develop mutual respect and establish trust.

Worth Remembering...

“The glad hand is alright in sunshine, but it's the helping hand on a dark day that folks remember to the end of time.”

— Amadeo Giannini (1870-1949)

Building Relationships to Last

“People won’t trust anyone they don’t respect first.”

Worth Remembering...

“We cannot hide behind our boundaries, or hold onto the belief that we can survive alone.”

– Margaret (Meg) J. Wheatley (b. 1950-)

Have you ever met someone for the very first time and thought, “Oh, yuck — What a dink”? (And I don’t mean Double Income No Kids.) You didn’t know why — you just knew that there was something about them that you didn’t like. But, after you spent some time with them — and got to know them better — did you ever change your mind? Building relationships and establishing trust with the people you work with and interact with is crucial to your overall success as a manager. Once you lose the trust and confidence of your people — you lose your ability to manage them.

As I’ve stated a number of times in this book (remember I like to repeat the important stuff) there aren’t any rules that say you have to like the people you work with, but you *do* need to learn how to work with them. You don’t have to socialize with them outside of official company functions and you don’t have to go to the local watering hole after work and buy them their favorite beverage. But you do need to manage them in a way that they like.

Matter of fact, I always made it a standard practice not to socialize with any of my workers outside of official company functions.

I never wanted my friendships to get in the way of me having to discipline someone when I needed to or to make an important decision regardless of who might be affected by it. You must be seen by others as a manager who is fair, honest, and consistent. You must

be seen by others as a manager who does not show any favoritism towards a staff member or fellow colleague.

Being a good manager isn't about being popular — although that doesn't hurt — but if I'm given a choice between being liked or respected — I'd rather be respected. You don't need people to like you to be effective, but you do need people to trust and respect you.

Worth Remembering...

“In organizations where people trust and believe in each other, they don't get into regulating and coercing behaviours. They don't need a policy for every mistake... people in these trusting environments respond with enormous commitment and creativity.”

– Walter Wriston (b. 1919-)

Trust and respect do not come automatically just because you've been given the title of manager. You must earn both, one person at a time. (And remember that once you gain your staff's trust and respect, you can just as easily lose both.)

Establishing trust between you and the people you work with is a 3-step process that I refer to as the 3 R's — Rapport, Relationships and Respect. It's a process that everyone must go through when meeting someone for the very first time. I-Style, or Interactive/Interpersonal persons, will naturally go through this process quicker than others.

(That's why I-Style persons make such great salespeople. They are very social and love being around others.) Dominant D-Style persons, on the other hand, will struggle with this and will need to work harder at building these all-important relationships. (D-Style persons are all about business. Relationships are OK as long as they don't get in the way of making business decisions.)

Worth Remembering...

"If you want to be interesting... You must first be interested."

– Dale Carnegie (1888-1955)

My ex, Linda, is great at this. She can meet someone for the first time and within minutes they are carrying on a conversation as if they have known each other for ever. People just naturally opened up to her. And it doesn't hurt if you can remember a person's name. Do you know anyone who is like that? I'm usually good with faces but terrible at remembering names. Walter Hachborn — Co-Founder of Home Hardware — was great at remembering names. I had met him for the first time at a social function and then had the opportunity to speak to him months later. He blew me away when he walked up to me — called me by name — and shook my hand. (That's number two on the needs chart.) Think about how powerful it would be if you could remember someone's name, their children's names, their interests, etc. and were able to recall their name and use it in conversation.

In this next section, I will break down each of the three steps so that you have a clear understanding of what you need to do to develop respect and establish trust with the people you work and interact with. (Remember — You've got to give it to get it... And you've got to give it first if you ever expect to get it back.)

The 3 R's — Building Relationships to Last

Step One: Rapport

The first step is to build rapport. Find out something about your people other than the work that they do. Do they have hobbies? Are they married? Do they have children? What do they like to do in their spare time? Do they like to hunt, fish, play sports, watch TV, read a book, or go to the movies? You need to be able to carry on a conversation with them on a subject that they enjoy talking about.

Idle chit-chat is important if you are to develop rapport. (Check back to Maslow's theory about esteem needs.) Once you get them talking about the things they love — you'll learn everything you need to know about this person to move you on to the next step.

I's will enjoy socializing because they enjoy being around people. D's will see this as a total waste of time. (I can talk passionately about D's because I am one.) But trust me, D's, this is important: You need to be able to build a collaborative team. You must be able to tear down any walls that exist between you and your people. You need to take the time to establish some rapport so that you can carry on a conversation with them. Make it a point every morning to tour your department or shop floor and say hi to everyone you meet. When you say hi be sure to look them in the eye and smile. Treat this as part of your daily routine. Make a concerted effort to know everyone on staff (no matter how large), their name, and something about them — other than the job that they do.

Another great way to establish instant rapport with someone is to mirror their behaviour and body positioning. Try it sometime. You won't know why — but you will make an instant connection with them. What you are doing — subconsciously — is breaking down any barriers — any walls or distractions between the two of you.

If they cross their arms, you cross your arms, if they cross their legs, you cross your legs, etc. The only behaviour you wouldn't want to mirror — is the angry and upset person's behaviour. (For obvious reasons.)

Step Two: Relationships

The second step in building respect and trust with your staff is to build a relationship with your people. Once you have established a rapport with them you are well on your way to building those all-important relationships. No one can have a relationship with anyone unless they have established rapport first.

Successful salespeople understand the value of building relationships with their clients. They understand that clients choose to do business with people they like. Successful sales people understand that a solid relationship with their clients built up over a long period of time — may be the one factor that keeps them a client. Clients will spend a little more money on a product or service if they believe that they are receiving value for their money. If your clients know that you will work very hard to ensure that they get their WIIFM's, that you are looking out for their best interests, then they will continue to do business with you. Matter of fact, if you can establish a trusting relationship with your client they will buy whatever product you recommend. (Selling statistics suggest that your client will go along with your recommendation 87% of the time.)

The same holds true for your staff. If you have built your relationships with them on a solid foundation, then your staff will want to perform well for you. No one wants to let a friend down. The third step, respect, will evolve over time as a result of these relationships. But remember no one will respect anyone that they haven't built a relationship with first.

Step Three: Respect

The third step to building trust is respect. You don't respect anyone you haven't built a relationship with first. Would you rather be respected or liked? I's will struggle with this because they have a natural need to be liked. It's difficult, sometimes, for I's to discipline people for fear of not being liked. D's won't have a difficult time disciplining people, but I would caution them to show some empathy and try to understand the other person's point of view before they react. D's need to learn how to play nice (but not too nice). D's need to learn how to be respectfully assertive. (While they are generally assertive by nature, they can appear to be unapproachable and somewhat intimidating.)

Keys to Developing Mutual Respect

- Different is just that — different. Just because they go about doing things differently doesn't mean it's wrong. It's just different. There is strength in diversity. Embrace and celebrate the differences.
- Listen to the other person's point of view and don't interrupt. (I listen to understand not necessarily to agree.)
- Ask open-ended questions for clarity so that you understand the other person's point of view. Respect the fact that they have an opinion and that they have a right to express their opinion — even if you don't agree with it.
- Be open-minded. You are adults, you can agree to disagree.
- Be flexible. Does it have to be your way or will their way get the same results?
- Don't argue — don't try and bully them into agreeing with you.
- Don't verbally or physically attack the other person.
- Don't resort to name calling and putting down the other person.
- Don't be condescending or talk down to the other person.
- Treat them the way you would want to be treated.

If you have navigated the three-step process successfully you will be able to establish trust in your relationships with your people. Without mutual respect and trust, your people will abandon you and you will eventually fail. You might be able to bully your staff into doing things they don't really want to do for the short-term, but it will all eventually come around to bite you in the end. "What goes around, comes around."

Managers lose respect because they are perceived by their people as not being fair, honest, and consistent with the way that they treat everyone. It's been my experience that, for the most part, workers don't have an issue with policies and procedures. Everyone understands

the need for rules and the reasons for following them. Workers, however, will have issues if those policies and procedures are not applied fairly and consistently across the board. As the saying goes, “What’s good for the goose has got to be good for the gander.”

How often have you heard someone say, “Well, I don’t agree with what he said, but I do respect him for being honest, up front, and telling it like it is.” That is the kind of relationship I think that managers must have with their staff. It’s OK to agree to disagree. Let your people know that it’s OK for them to express their opinion, and that you will take their opinion into advisement before you make a final decision. You must give your people a voice.

The End Result is Trust

After respect comes trust. You never trust anyone you don’t respect first. Sometimes you need your people to take a leap of faith. Sometimes you don’t have all the answers and need them to trust you — that you have their best interests in mind. If you have established mutual respect in your relationships with your people, then they will automatically trust you. They will take that leap of faith knowing that you would not set them up for failure. They’ll know you have their best interest in mind.

Worth Remembering...

“I must find out where my people are going so I can lead them.”

– Unknown

People choose who they want to follow. They will follow your lead if you have developed mutual respect and trust. That’s why it’s so important for you to lead by example. That’s why it’s so important to be seen as someone with integrity, fairness, and balance in how you interact with people at all levels in your organization. Dale Carnegie wrote *“How to Win Friends and Influence People”* in 1936. What was true back then — is still true today. Treat people with respect and they will respond in kind. But you’ve got to give it first before you get it back.

Confession Number Eight Review:

- You can't demand respect — respect is earned.
- You must establish rapport, then a relationship, before you get respect.
- The secret is — there is no secret. You get what you give.
- People are reciprocal by nature — they are compelled to return good deeds.
- Employees who are treated well usually treat their customers the same way.
- The Golden Rule: Do unto others as you would have them do unto you.
- Take the time to get to know your people for more than the work they do.
- People will work for people they like.
- Build instant rapport by mirroring positive behaviour.
- Read *"How to Win Friends and Influence People"* by Dale Carnegie.
- It takes time to establish mutual respect and trust and a moment to lose it.
- Develop empathy — try to see things from their point of view.
- Don't judge unless you have walked a mile in their shoes.

Worth Remembering...

"Women are becoming enormously successful.... They're running their businesses on what we call a familial model, a family, instead of a hierarchical top-down military model. They work with, not over or for."

– Faith Popcorn (b. 1947-)