

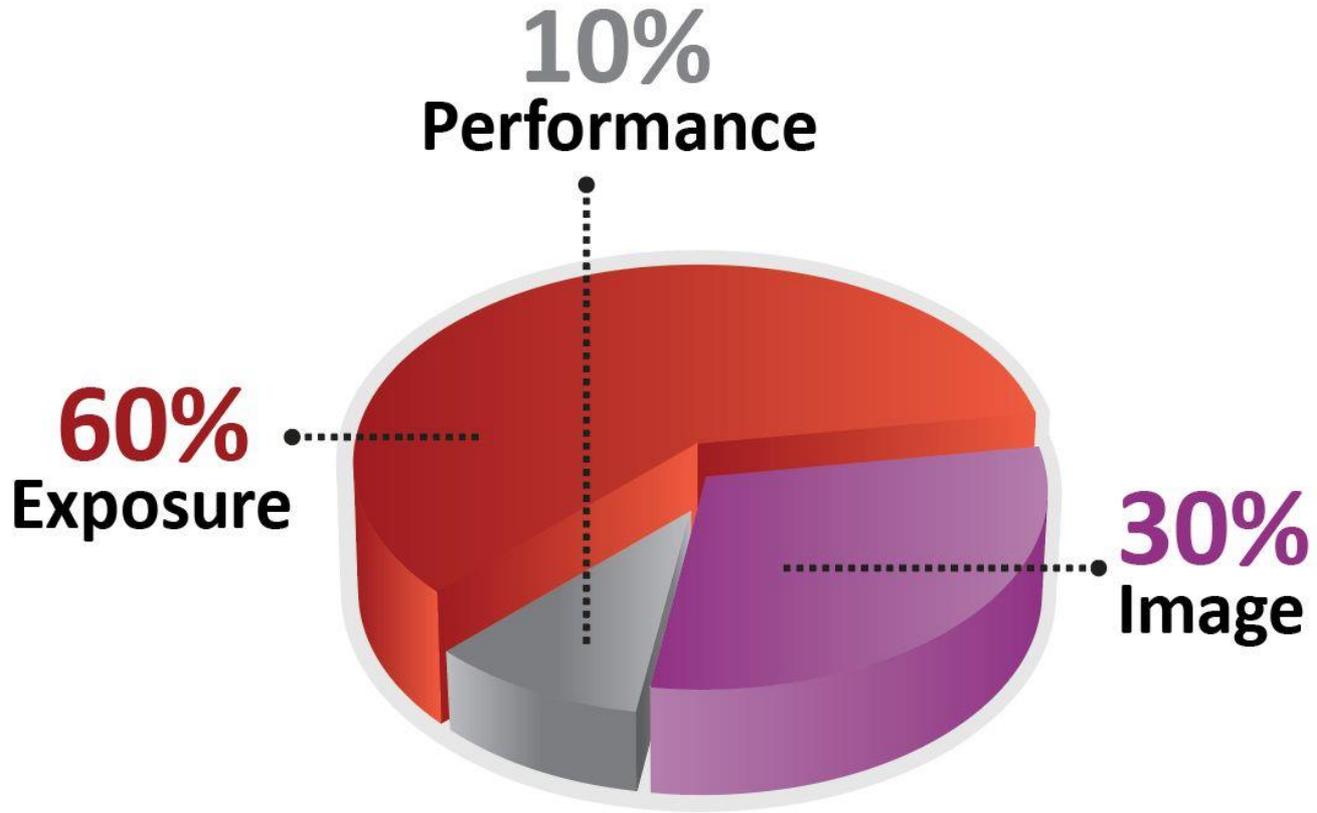
The Power of Professional Relationships

@AndyLopata

Harrods Management Programme







- A network of professional relationships with people *in a position* to help you
- Strong enough relationships with those people so that they *want* to help you
- A clarity of message and willingness to ask so that people *know how* to help you



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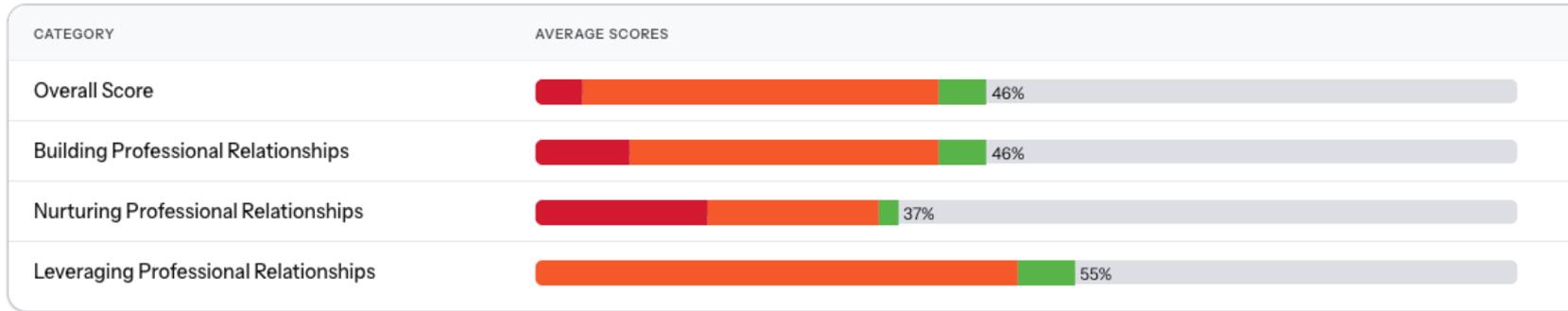
Blessed are they who give without remembering and receive without forgetting.

Elizabeth Asquith Bibesco



Building Your Professional Relationships





The Professional Relationship Assessment

A top-down view of a group of people sitting around a dark wooden table. In the center of the table is a large, white, cloud-shaped thought bubble. The bubble contains two questions. Scattered around the bubble on the table are several smaller white circles of varying sizes. The people are seen from the chest down, wearing various casual clothing like sweaters and plaid shirts.

What did you
take away from
the assessment?

Where are
relationships most
important to
leaders in Harrods?



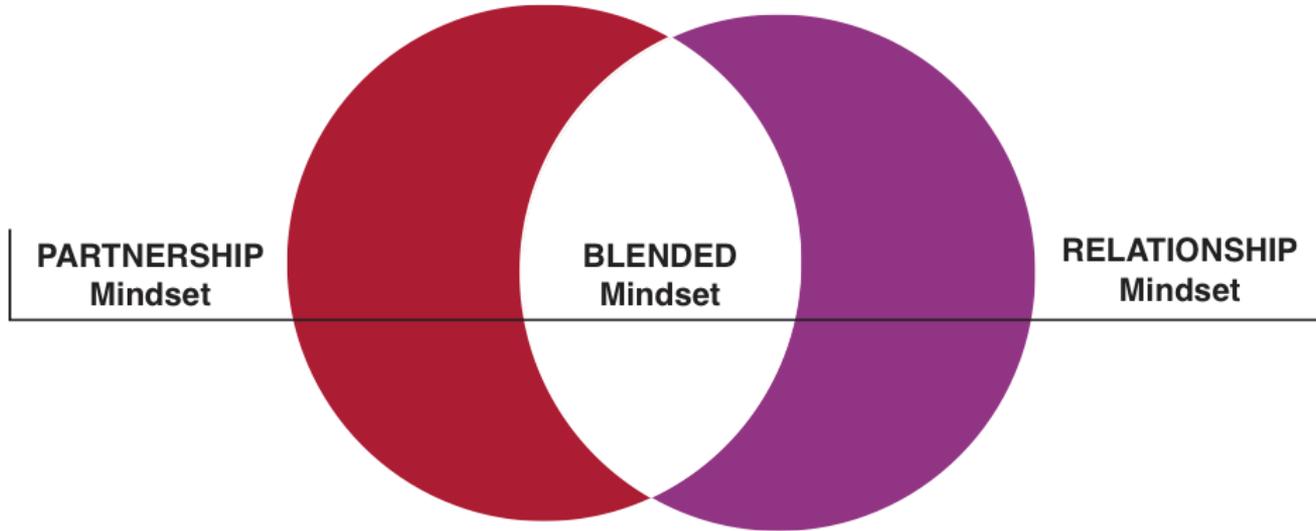
Never omit any opportunity to become acquainted with any good or useful man.

More perhaps depends on the selection of acquaintance than on any other circumstance of life.

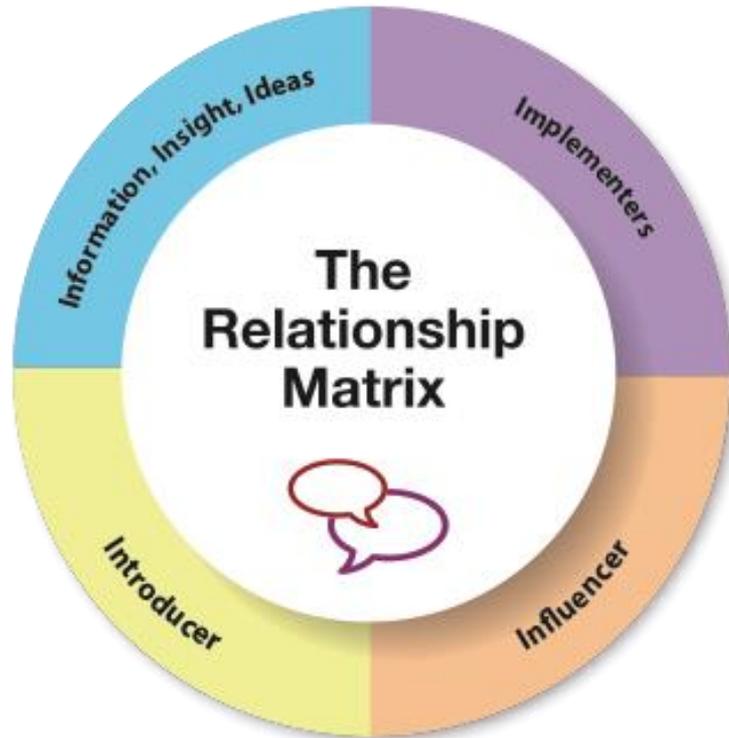
William Wilberforce 1823



Getting the Balance Right



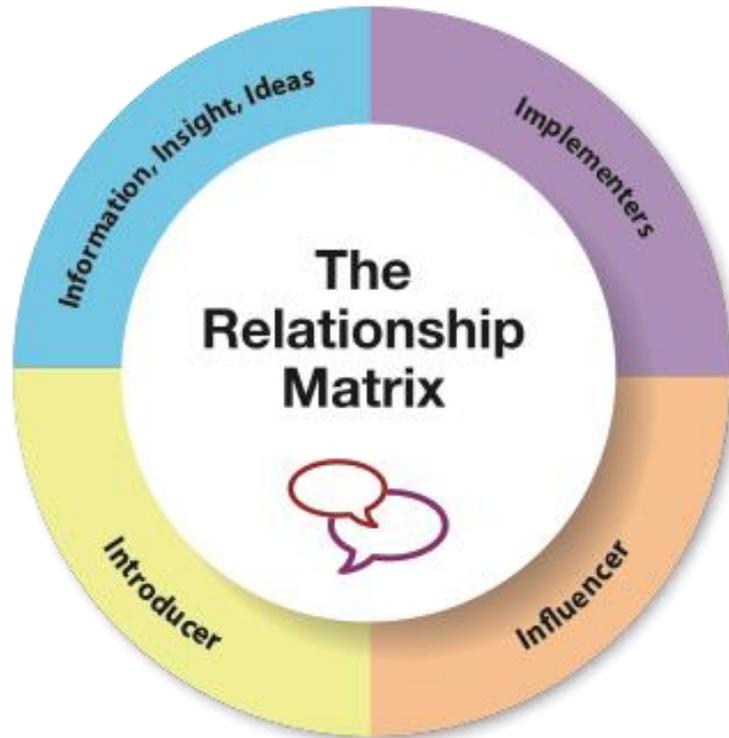
Building Your Professional Relationships



Six Degrees of Separation



Building Your Professional Relationships



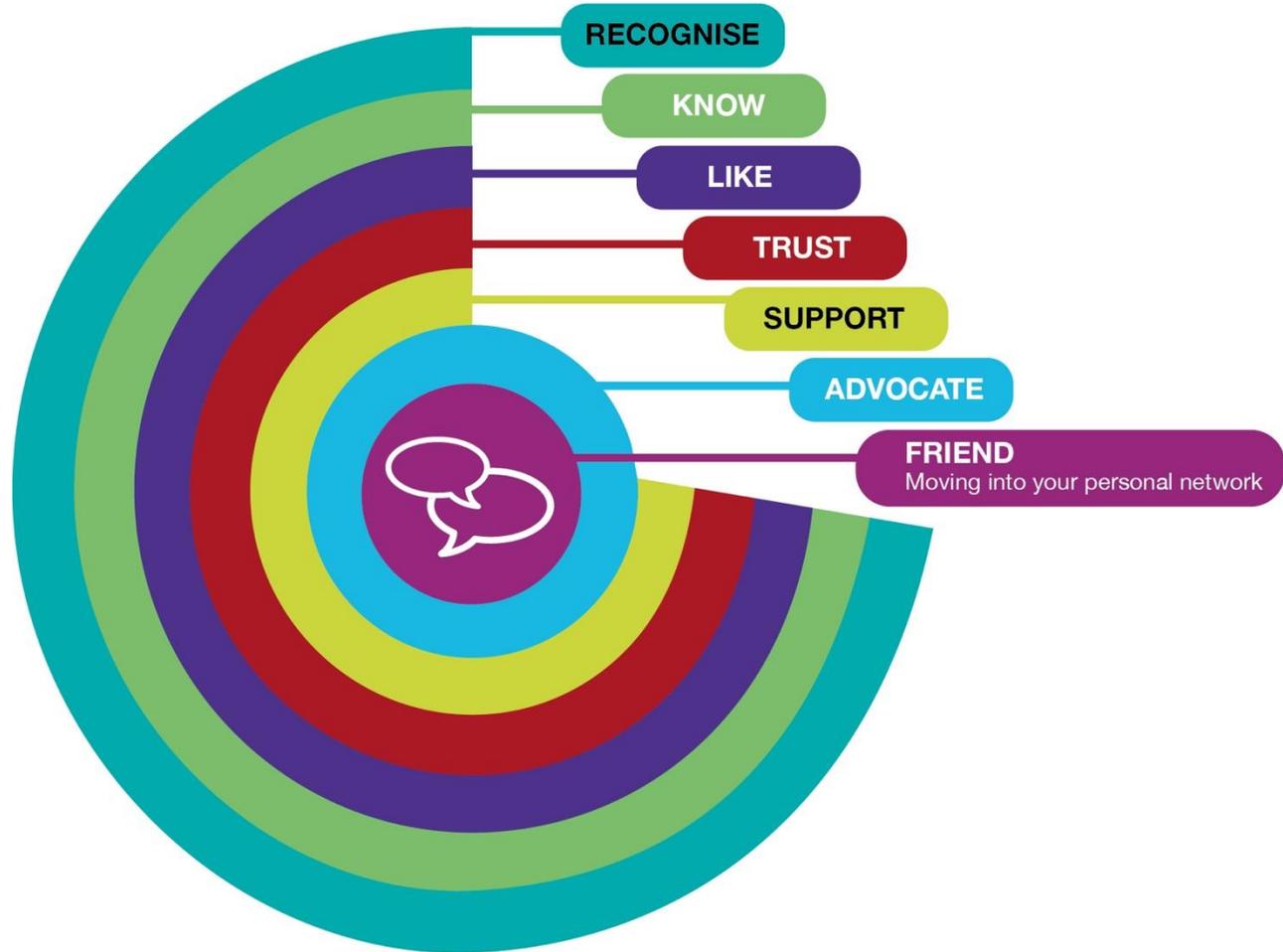
Nurturing Professional Relationships





Nurturing Professional Relationships

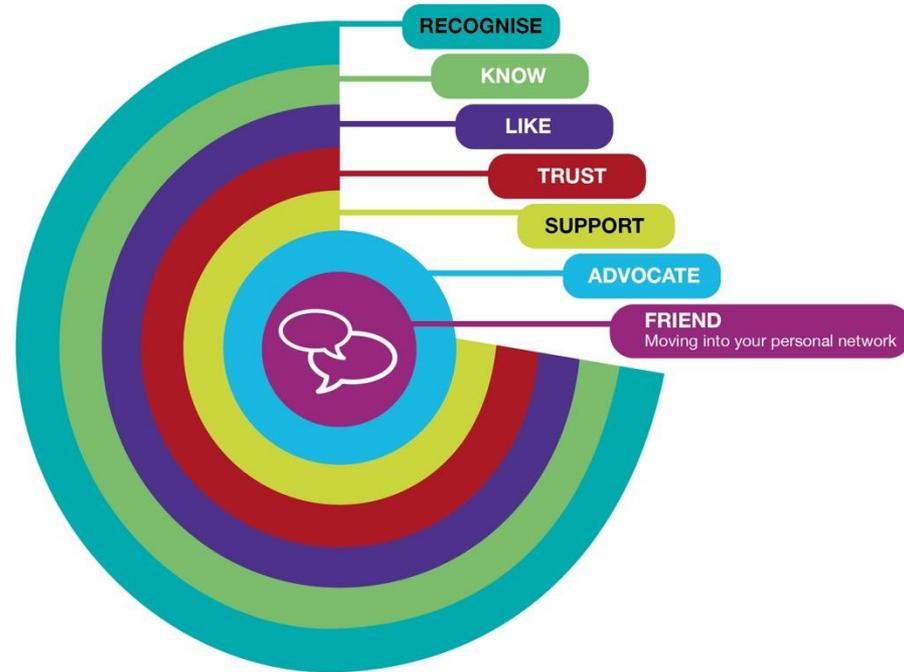
The Seven Stages of Professional Relationships



Think of one key relationship you need to be strong

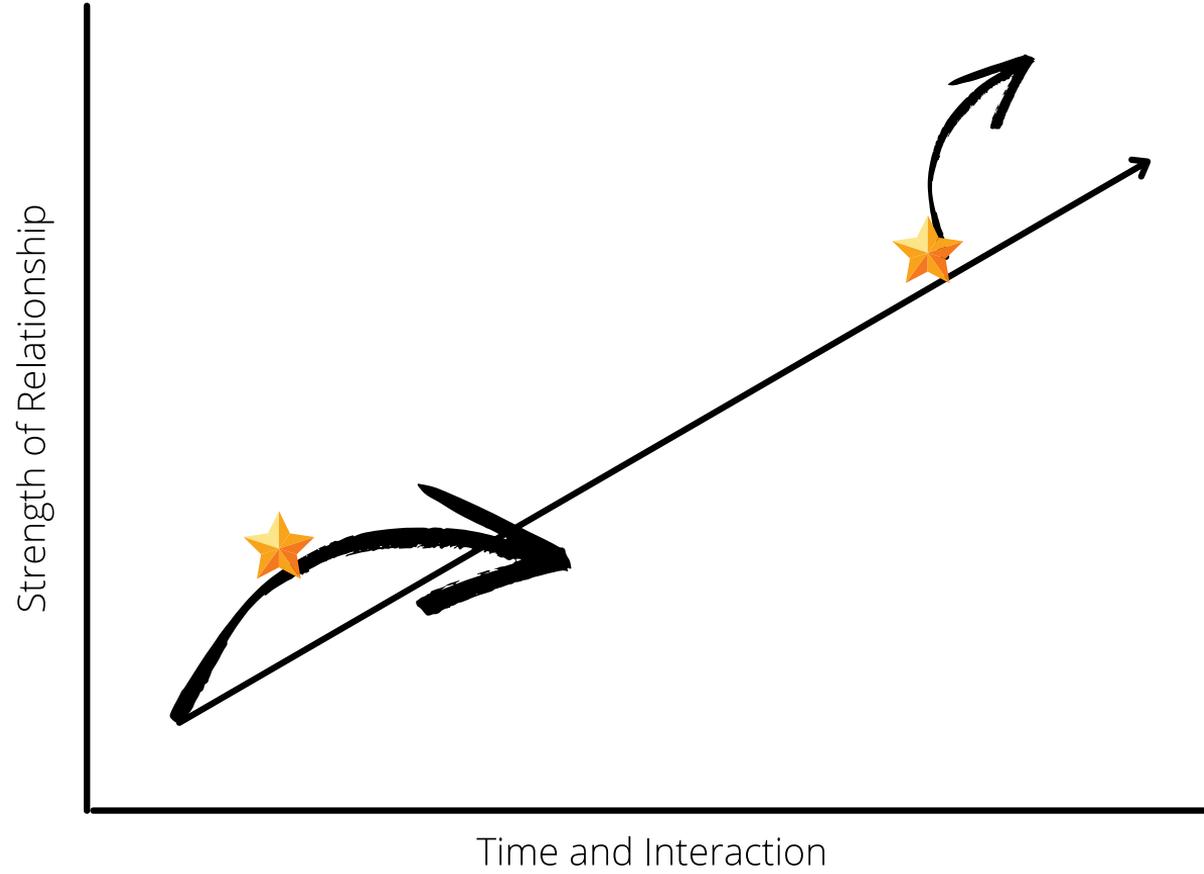
How would you score it on the Seven Stages now?

Where do you need it to be and how can you move in the right direction?









 Point of asking for the sale/referral/help

Do People Trust You?

The Trust Equation

$$\text{trust} = \frac{\text{C} + \text{R} + \text{I}}{\text{S}}$$

C Credibility **R** Reliability **I** Intimacy

S Self-Orientation

The Three Elements of Trust



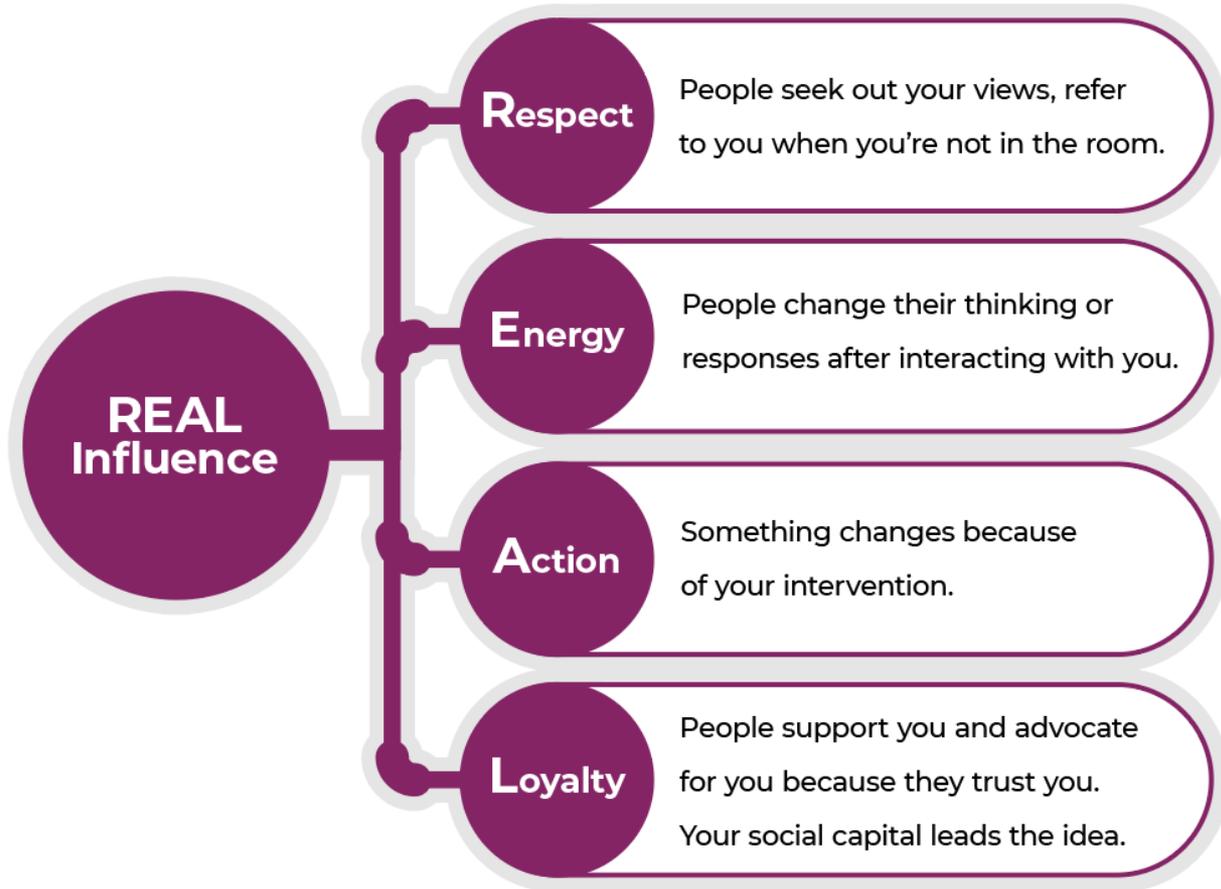
David H. Maister, Charles H. Green and Robert M. Galford, "The Trusted Advisor"

The Curiosity Cycle



Developing Influence







**When do you need to
influence others for your
role?**

What challenges are you facing?

How can you overcome them?

A man with a beard and sunglasses, wearing a brown t-shirt and dark pants, stands on a wooden deck. He is smiling and holding the hands of a young boy. The boy is wearing a green sweater, blue jeans, and blue sunglasses. They are standing on a wooden deck in front of a light-colored wall with horizontal siding. The man is leaning slightly forward, and the boy is leaning back, creating a playful tension between them.

How do you influence more senior people?

Understand what they want to achieve

Listen and play back their concerns

Work out who influences them

Challenge firmly but respectfully

Use the models shared today

Leveraging Professional Relationships





Don't be a burden

Don't be vulnerable

Don't assume

Leveraging Professional Relationships

Making it easy for others to help you





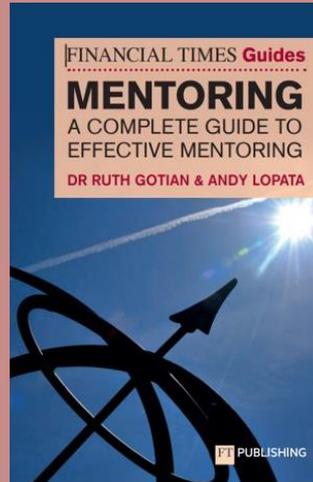
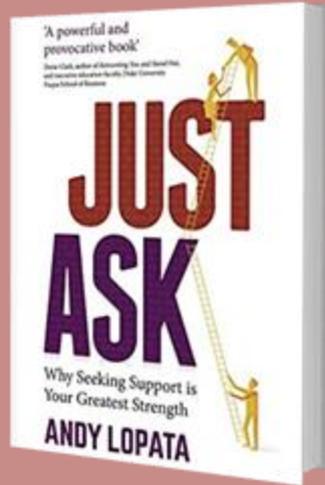
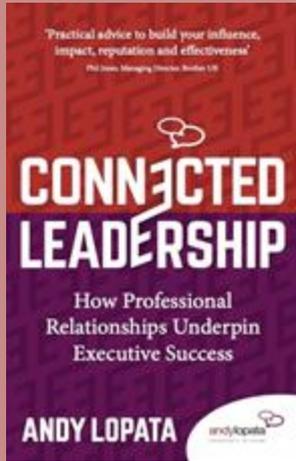
- Who do you know well, would be well placed to help you, but isn't giving you the support you need?
- Who would be well placed to help you but your relationship isn't deep enough?
- Who do you need to meet and who could introduce you to them?

- Who across Harrods or beyond do you need to build a deeper relationship with?
- Whose role and challenges do you need to better understand?
- What help do you need to ask for? And can you offer?
- Who are you going to approach after today?



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Further resources to support this presentation are available
at lopata.co.uk/HarrodsMP

For all resources, looking in the Harrods Learning Library or go to lopata.co.uk/links