

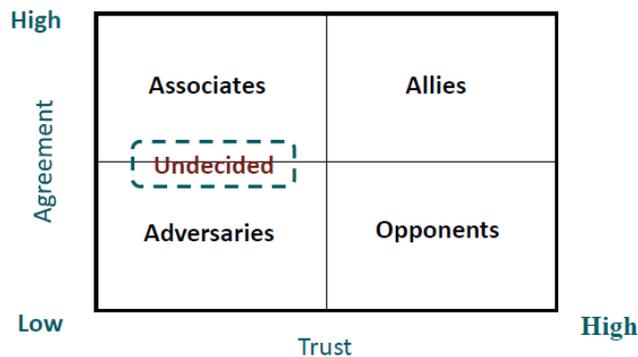
Coaching Tip: Relationships

One of the main facets of being a coach is the relationships you build with people and the work that you do to help others build relationships with key constituents inside and outside the League. This is particularly important as you work with Leagues to expand their networks with allied groups or the media and as League leaders try to promote change around our programmatic work and beyond. In short, as coaches, you know the power of relationships.

One way to think about relationships comes from a training that the [Center for Creative Leadership](#) (CCL) produced. They created a grid that illustrates some of the types of ‘stakeholder’ relationships that exist based in the levels of trust and agreement that you (or the League) have with a stakeholder.

If we were to rank our relationship in order of “norming” or “getting things done,” we are most likely to turn to our allies first. But, when we go beyond that, who comes next? In their training, CCL emphasizes the “trust” continuum as the critical piece. They suggest that your next line of recruitment might be your “opponents.” While they may not agree with the topic at hand, they do trust you and therefore will engage you. So, for them, it is about explaining the “what” and looking for common ground. Another possibility is our “associates.” In this case, it is less about explaining the content and more about building trust.

### Stakeholder Analysis



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Using this construct can help you and your coachee figure out the best strategies to reach out to different people – those that you know are allied with you and those who may be putting up barriers. It can assist in understanding the motivations behind the barriers and what is needed to move an idea, partnership or change forward. It should be added to your coaching toolbox and can help enhance what we already know –

- Listening is critical.
- What works for us may not work for them. So, what does work for them?
- Understanding their point of view, comfort zone and leadership style is necessary.