

NextGen Professionals Cohort







SESSION FIVE

Build Relationships & Influence

August 6, 2026

YELLIN GROUP

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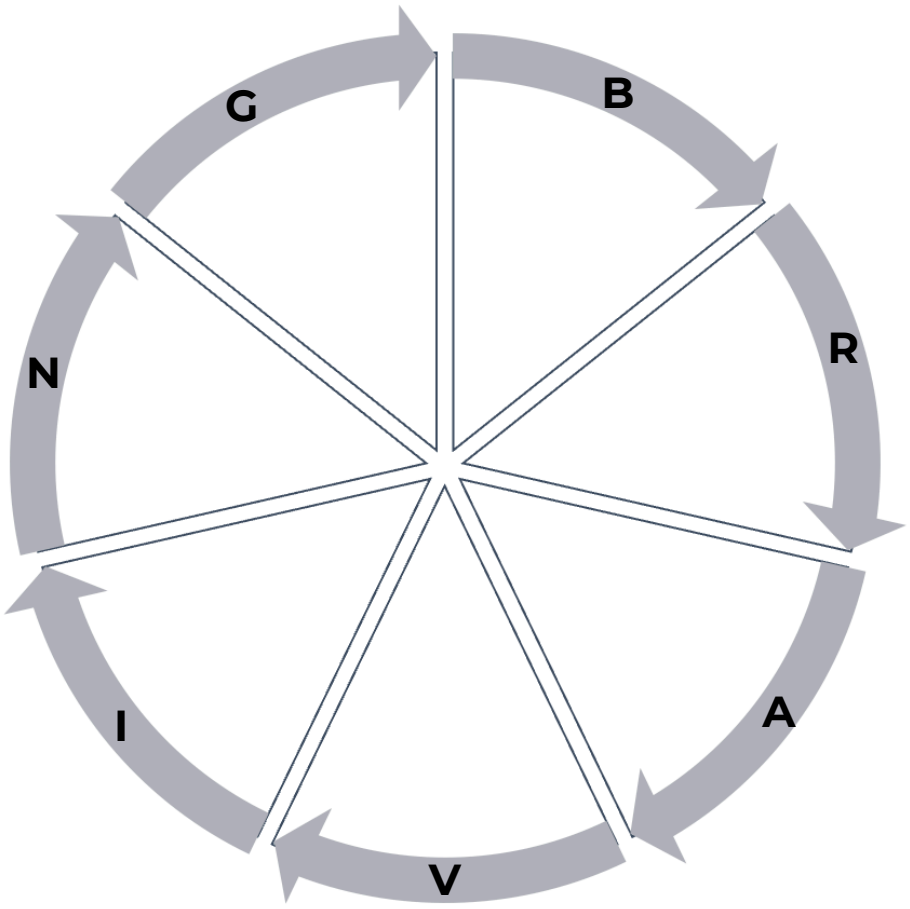
NextGen | Session Five
The Anatomy of Trust

Widespread distrust in a society imposes a kind of tax on all forms of economic activity, a tax that high-trust societies do not have to pay.
.

- Francis Fukuhama



Brene Brown. The Anatomy of Trust.

youtube.com/watch?v=OqB5CEkPll4

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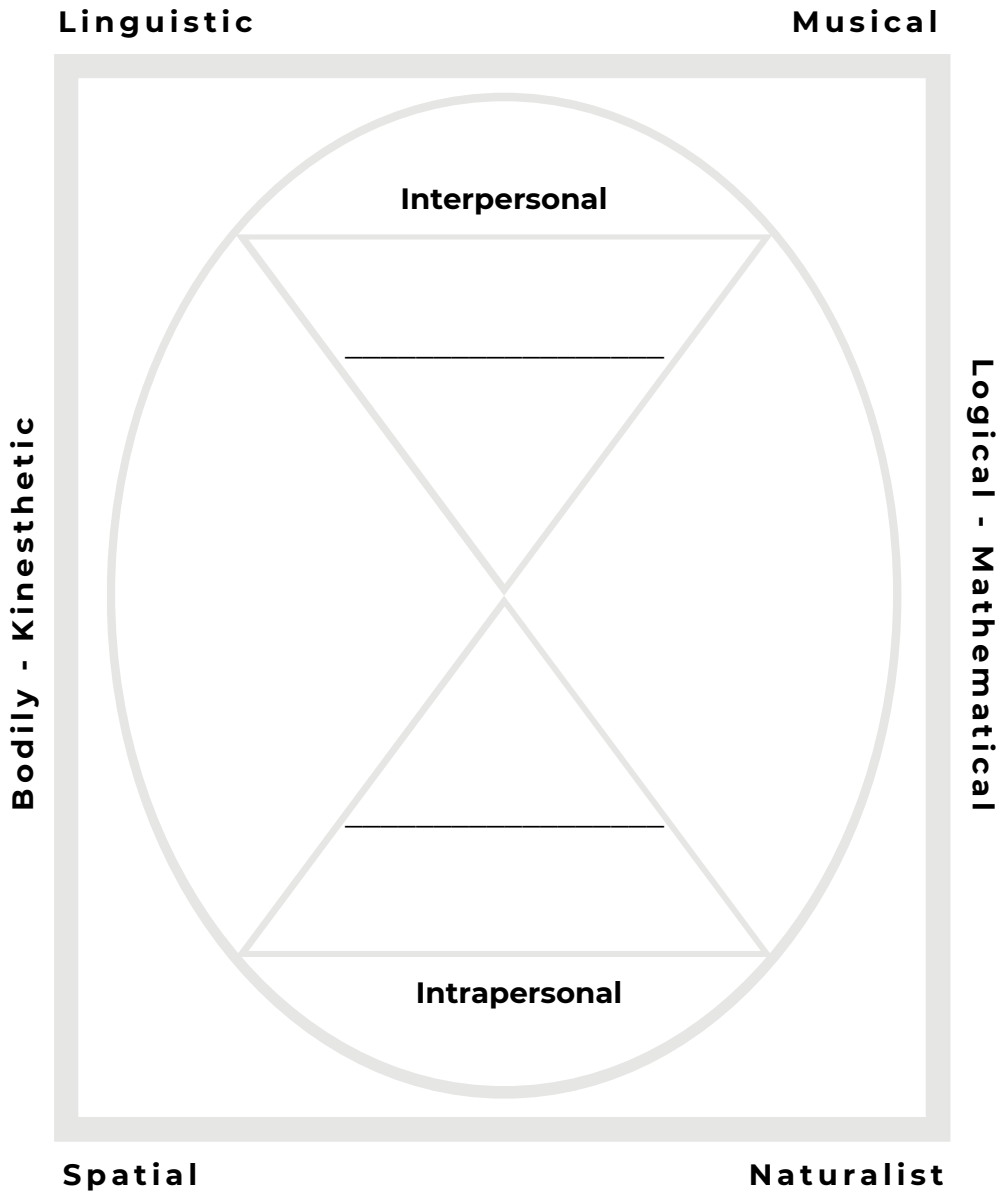
Emotional Intelligence

> Abilities such as being able to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathize and to hope.
>
> **- Daniel Goleman**



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Directions: Rate each statement by considering how frequently you display the behavior.

1. _____

	Almost Never	Occasionally	Frequently	Almost Always
I listen to others fully without judgement.	1	2	3	4
I listen without offering advice or solutions.	1	2	3	4
I observe facial expressions and non-verbal cues.	1	2	3	4
I easily recognize what others are feeling.	1	2	3	4

In an upcoming conversation, stay curious. Remember, people's choices and worldview make sense to them – it doesn't have to make sense to you.

In an upcoming conversation, don't give advice or solve the problem. Instead, listen, observe, and connect.

In an upcoming conversation, ask, "What would be most helpful right now?"

2. _____

	Almost Never	Occasionally	Frequently	Almost Always
I actively build trust with others.	1	2	3	4
I go the 'extra mile' to meet spoken and unspoken needs.	1	2	3	4
I serve others without expecting a personal return.	1	2	3	4
I give credit to those around me.	1	2	3	4

Go one step beyond. When someone asks for one thing, provide one additional thing that makes their job easier

Serve first. At the start of each day, ask yourself, "Who can I make successful today?" rather than, "What do I need to accomplish?"

Act as if you already have the title you hope to have one day. Each day, ask, "If I were already a Vice President...CEO...Principal...Director...what would I do differently today?"

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Directions: Rate each statement by considering how frequently you display the behavior.

3. _____

	Almost Never	Occasionally	Frequently	Almost Always
I energize others.	1	2	3	4
Other people seek my opinion and ideas.	1	2	3	4
I see the potential in people, opportunities, and change.	1	2	3	4
I avoid criticizing, complaining, and blaming.	1	2	3	4

Replace Below-The-Line phrases: "I have to..." "They won't let me..." "It's impossible..." with Above-The-Line phrases: "I choose to..." "I'm responsible for..." "Here's what I can influence.

When change occurs, or something doesn't go your way, ask, "How might this be happening FOR me/us rather than TO me/us?"

Act as if ownership is always an option.

At the end of the day, ask, "Where did I take ownership today?" "Where did I slip below the line?" and "What will I own tomorrow?"



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Directions: Rate each statement by considering how frequently you display the behavior.

4. _____

	Almost Never	Occasionally	Frequently	Almost Always
I address “conflicts” promptly with high courage and high consideration.	1	2	3	4
I take initiative rather than waiting to be told what to do.	1	2	3	4
I speak my truth with candor and respect.	1	2	3	4
I take ownership by setting healthy boundaries and following through on my commitments.	1	2	3	4

Practice the 1:3:1 Rule. Before bringing a problem to your leader, come prepared with:

- 1 clearly defined problem.
- 3 possible solutions.
- 1 recommendation.

Ask, "What needs to be done?" Don't wait for permission. Look for the next most valuable contribution and begin.

And as if initiative were your job title.

Discuss the 10 Commandments of Taking Initiative with your leader. (page 6)

5. _____

	Almost Never	Occasionally	Frequently	Almost Always
I seek out and value diverse perspectives before making decisions.	1	2	3	4
I speak positively about my team when they are not in the room.	1	2	3	4
I create a deep sense of belonging on my team.	1	2	3	4
I put the team's success ahead of my own recognition.	1	2	3	4

Replace I/me with us/we.

Celebrate someone else’s win.

Address issues directly with teammates rather than talking about them to others.

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10 Commandments for Taking Initiative

I. Thou shalt begin before being told.
Don't wait for permission to add value. Initiative is leadership before you have the title.

II. Thou shalt ask one more question. Seek clarity before beginning.
Ask:
- What does success look like?
- What obstacles should I anticipate?
- How can I make this easier for others?

III. Thou shalt solve, not merely report.
Practice the 1:3:1 Rule:
- 1 problem
- 3 possible solutions
- 1 recommendation

IV. Thou shalt look ahead.
- Anticipate needs before they become problems.
- Prepare early.
- Communicate early.
- Finish early.

V. Thou shalt own thy mistakes. Ownership builds trust.
- Admit them quickly.
- Learn from them openly.
- Correct them immediately.

VI. Thou shalt finish what thou startest. Your reputation is built on reliability.
- Anyone can begin.
- Leaders follow through.

VII. Thou shalt make someone else's job easier.
- Every day ask: "Who can I help?"

VIII. Thou shalt leave it better than thou found it.
- Every project.
- Every meeting.
- Every process.
- Every relationship.
- Improve something before you move on.

IX. Thou shalt seek feedback before it seeks thee. Growth begins with humility.
- Don't wait for an annual review.
- Regularly ask: "What's one thing I could do even better?"

X. Thou shalt act like an owner, not a renter.
- Owners don't wait.
- Owners notice.
- Owners care.
- Owners improve.
- Owners leave things better than they found them.

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KEY BEHAVIORS

- Empathy
- Service
- Influence
- Initiative
- Teamwork

LAB TESTED

One thing I will try is:

I will try it when:

I will know it's working if:

If I forget or struggle. I will:

My next step is:

I will check in with _____ on _____ by text email call.
Name of partner date circle one

Partner's contact information: _____

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