

NextGen Session Five

Build Relationships & Influence

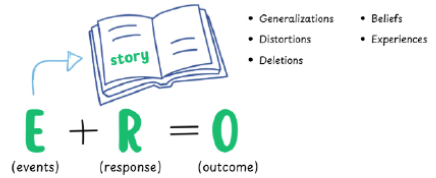
August 6, 2026

YELLIN GROUP

How has E+R=O impacted your leadership?

NextGen | Session Four
Field Work

Analyze at least 2 situations where you see E + R = O in action. This can involve you or someone else.



- Generalizations
- Distortions
- Deletions
- Beliefs
- Experiences

Situation #1

What was the Event?

What was the Meaning given to the event?

What was the Response?

What was the Outcome?

Where was there any unecessary interference with performance?

Situation #2

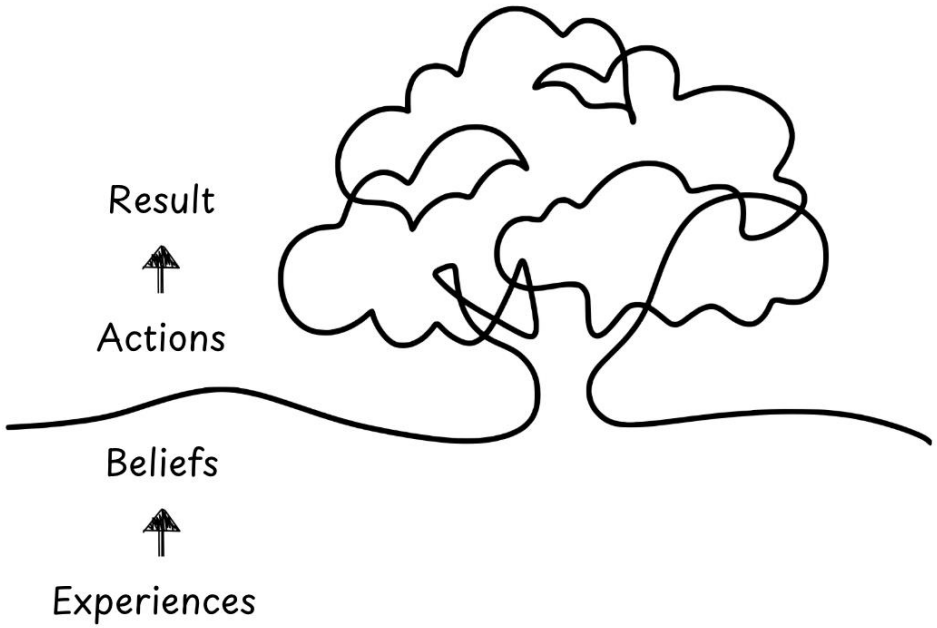
What was the Event?

What was the Meaning given to the event?

What was the Response?

What was the Outcome?

Where was there any unecessary interference with performance?

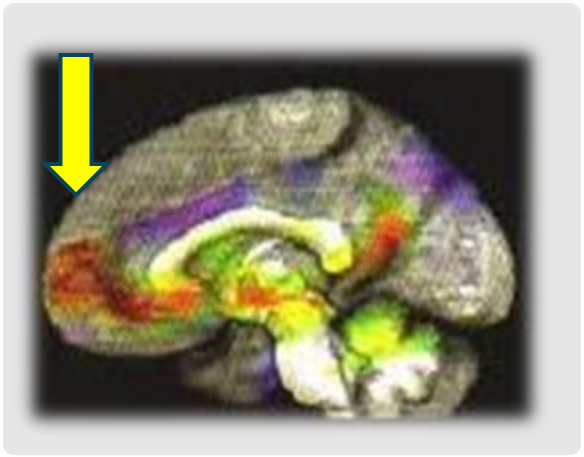


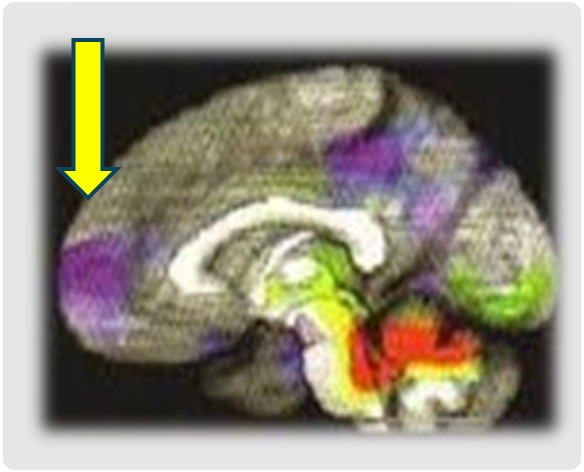
"Widespread distrust in a society imposes a kind of tax on all forms of economic activity, a tax that high-trust societies do not have to pay."

Francis Fukuyama

Brain on Trust

- Best self
- Willpower
- Perspective taking
- Flexible and fluid
- Curious and open
- Creative and innovative
- Focus and energy





Brain on Threat

- Defensive
- Has to be right
- Reactive
- Compromised health
- Stuck (either/or)
- Protective of self
- Tunnel vision
- Missed opportunities



https://www.youtube.com/watch?v=OqB5CEkPII4

Blueprint

Session 1:	Session 2:	Session 3:	Session 4:	Session 5:	Session 6:	Session 7:	Session 8:
Set the Direction	**Adapt to Connect**	**Define Your Signature**	**The Inner Game**	**Build Relationships & Influence**	**Build Your Professional Playbook**	**Build Your Peak Performance Playbook**	**Next Level**
Gain clarity on the cohort, expectations, where we are going, and how you want to grow.	Increase your influence by understanding yourself and the language of others.	Craft a personal brand that reflects your strengths and aspirations.	Master self-awareness, self-management, and emotional agility.	Build trust, influence, and collaboration.	Develop communication habits that drive credibility and success.	Create strategies for resilience, energy, and sustainable growth.	Reflect, refocus, and prepare for what's next.
Triad Call with Coach and Leader	**1:1 Coaching Call (DiSC Debrief)**			**1:1 Coaching Call**			

6/4, Thursday, 9:30-11am CST
6/25, Thursday, 9:30-11am CST
7/2, Thursday, 9:30-11am CST
7/16, Thursday, 9:30-11am CST
8/6, Thursday, 9:30-11am CST
8/20, Thursday, 9:30-11am CST
9/03, Thursday, 9:30-11am CST
9/17, Thursday, 9:30-11am CST

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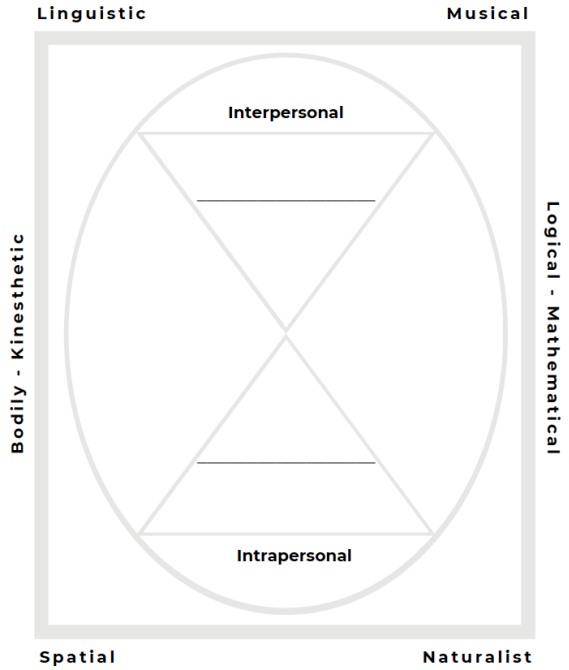
Emotional Intelligence

> 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.
> (Goleman, Emotional Intelligence, 1998)



NextGen Session 4: The Inner Game
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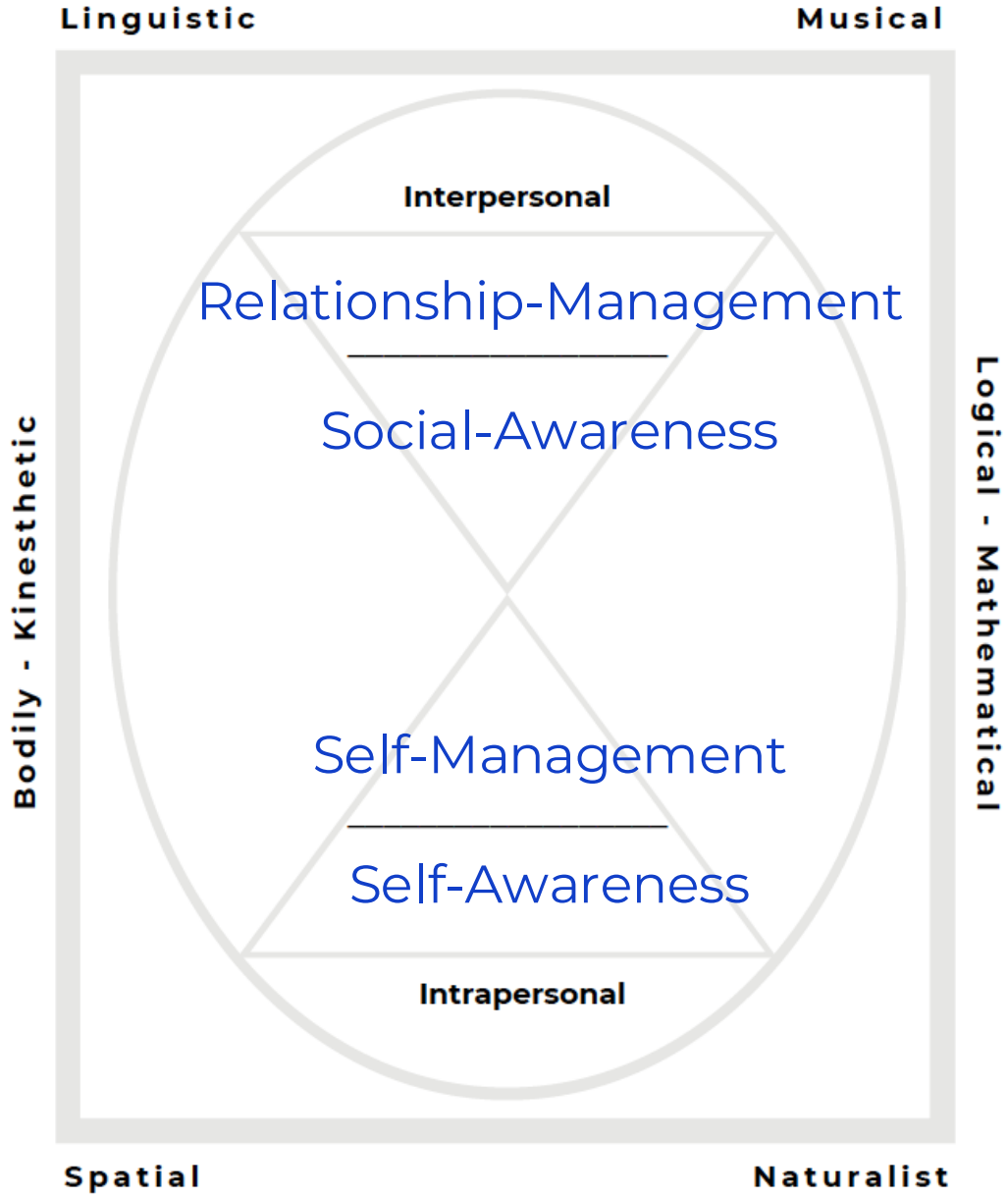

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Build Relationships & Influence

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?"

Complete Pages 3-5

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Build Relationships & Influence

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

1. **Empathy** _____

	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?"

Four Attributes

- Perspective taking, putting yourself in someone else's shoes
- Staying out of judgment and listening
- Recognizing emotion in another person
- Communicating that you can recognize that emotion

~ Theresa Wiseman



Empathy




THE GATHERING PLACE
— KITCHEN & BAR —
EMPLOYEES
CUSTOMERS
TEAM ENTRANCE
THANK YOU!
WELCOME
PLEASE COME IN
GOOD FOOD
GOOD PEOPLE
GOOD TIMES

2. Service

	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?"

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Own It



How did I create this?



What is mine to own? What isn't mine to own?



What problem needs to be solved?



What options are available to solve this problem?



What actions do I need to take? (who can help?)



What is the learning? (learning is winning)

LINE OF ACCOUNTABILITY, RESPONSIBILITY, SELF-AWARENESS



Who/what can I blame?



Who/what can I criticize or complain about?



How can I be superior to everyone else?



Who is going to save me – who is going to fix this?



How am I a victim – whose fault is it?

Blame It

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Build Relationships & Influence

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

3. **Influence** _____

	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. **Initiative** _____

	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)

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.

YELLIN GROUP

Unforgettable Leadership. Unforgettable Results.

Teamwork

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.

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: _____



Tuesday, August 18, 2026 8am-8:45am



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